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Role perceptions of city planners and their relevant others

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ROLE PERCEPTIONS OF CITY PLANNERS AND THEIR RELEVANT OTHERS

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CHAPTER I. INTRODUCTION

Problem Setting

There are many problems to be faced in connection with the complex modern urban environment. Unlike the problems of man in his natural or even in his rural environments, the problems confronted by man in his artificially created environment possibly dwarf all others combined. One such problem has to do with persons whose role it is to plan these urban environments.

The problems of this artifical man made environment are the result of a rapidly growing, complex and increasingly urban society. While the size and complexity of urban society continues to grow, the levels of sophistication and the abilities of the population and their political leaders to cope with these problems lag. Technology, while very far advanced in some areas such as engineering, lags behind in other areas such as planning. The rapid rate of urban growth alone should be sufficient cause to emphasize the great need for planning. This need for planning exists both in the applied form as well as in planning research. The acceptance of planning, the development of planning techniques, and the pace of implementation all lag far behind growth. There not only exists a need for planning but there is also a need for knowledge about effective organizational structures and the social processes involved in planning. Planners are not equipped to cope with

this last need however, and should probably employ the knowledge from the social sciences to help them. One aim of this study is to examine some of the structural aspects of planning.

Planning is the act of deciding in advance what to do (1, p. 347). As it applies to human environment, such as the city, planning is a process which evaluates, directs, and controls growth and development. Frieden says that planning in this sense is both a process and a body of substantive knowledge. He says that as it consists of both form and content.

> "As a process planning involves special skills in formulating goals, in relating goals to means, in developing and testing alternative ways of achieving goals, in divising implementation methods, and in providing ways of altering these methods to meet changing conditions.
>
> ...As a body of substantive knowledge it deals with,
> 1) the study of communities and the ways in which they change
> 2) population and economic characteristics
> 3) locational patterns, and
> 4) systems of environmental services." (2, p. 320)

He argues that planning <u>is</u> a discipline, and that it should be treated as such.

Much of modern day planning is a function of some level of government. As such planning is conducted under the direct supervision of elected officials. Planning is a political necessity. Harris says:

> "The desires and goals of the society as a whole are the controlling factor in the (whole) planning process. These desires and goals establish the necessity for planning, since if society were satisfied with the image of what the unplanned future will bring, it would not institutionalize the process of changing the future." (3, p. 235)

The planning process performs two functions for society; operationalization and programming. Planners operationalize the desires and goals from the abstract level of ideas and desires into real world possibilities. Planners also program the implementation of these possibilities where the society is willing. Planners per se are usually separated from the actual implementation. Implementation is the act of doing, and may be conceptualized as development. Development is not a task of the planner; rather development is one of the many areas marginal to planning.

Since the goals and desires of society are very broad, the range of planning is extremely wide. Hence there are many different kinds of planners. Planners are found in both the private sector and in government service. The focus of planners in government service ranges from town and county to metropolitan and regional planning. Those in the private sector often consult with various government levels and agencies. However approximately two thirds of the membership of the American Institute of Planners are presently government employees (4).

One of the many planning roles in our society has been formalized into the role of 'city planner'. The notion of the city planning and city planners is a relatively recent one. Although there have been 'planned' cities for over 2000 years, the concept as it is used in the United States today only goes back a century. Robert Gourlay, around 1844, recommended that

the Boston district adopt a science of city planning to be implemented by existing public powers (5, p. 293). In 1864 Horace Bushnell urged a "new city planning profession" consisting of specially trained men (5, p. 293). However the impetus to apply city planning did not come until the Chicago Fair of 1893. Since then it has slowly gathered legitimacy, formality, recognition and distinction. The first official city planning commission (Hartford, Conneticut) dates only from 1907; The American Institute of Planners was not organized until 1917 (4, p. 31).

Many roles, especially those which are new, emerging or changing, are difficult to define. As viewed by city planners and those writing about city planners, there are different perceptions of what the role of city planner is and what the role should be. The city planners role has recently been described from several different points of view. Most of these descriptions use an ideal typology. The following are some descriptions which have recently been applied to the city planners role:

"the planner as a bureaucrat" (6, p. 323-7)

"the planner as an advisor" (7, p. 525-7)

"planning as a housekeeping activity" (8, p. 12)

"planning as a profession" (4)

"the planner as a change agent" (8, p. 6)

"the planner as a social reformer" (5, p. 293)

"the planner as an advocate of planning" Davidoff (9,p. 331-34)
"the science of city planning" (3, p. 324)
"the planner as a generalist versus the specialist" (4, p. 90).
These references emphasize the changing role of the planner, as well as differing perceptions of that role.

The role of city planner appears to be in a continuing state of flux. This is due to the changing needs of the society and those who utilize the planners' services. The role itself has been described as evolving from artist to professional and from professional to bureaucrat; (10, p. 26). Both Gold (4) and Rath (10) maintain that the two roles-professional and bureaucrat-are imcompatible. The present role of the city planner is judged by some (6,p. 323) to be that of a bureaucrat. The changes currently affecting the role of planners are described by Loeks. He suggests four kinds of ongoing changes

> 1. The changing physical and social structure of the city: The city is the main generator of demand for urban policy professions (professionals) as well as being the source of changing demand for policy intervention.
>
> 2. The changing nature of planning...(as a profession i.e. form and content internal to the profession)
>
> 3. Changing ideas as to the relevance of the arts and sciences; the concept of comprehensiveness in planning; the notions of attainable futures for urban life are changing.
>
> 4. The changing capacities of government to guide urban development and relieve urban problems. (note: underlining and parens supplied). (1, p. 347)

In attempting to define roles it is important to know how incumbents of a focal role define their own role. It is also

important to know how people in other roles closely associated with the focal role define the focal role. The city planner in playing his role interacts with, is responsible to, and may attempt to influence many other people in various associated roles. Some of the more relevant roles are those of mayor, city manager, city council members, city planning commission, city engineer, and various publics. It is apparent that many city planners and people who write about the roles of the city planner do not agree on the role of the city planner. If the city planner and the other relevant role categories all define the role of city planner differently, it would then appear that the role expectations of city planners would be difficult to define. This in turn makes success in role performance difficult to attain by city planners, and even more difficult to attempt to describe or measure. This appears to be the general situation for the role of city planner. Beckman points out that such situations lead to inherent role conflict. He says that...

> "The lack of a clear cut definition of 'the role of the city planner' results in the frequent conflict between public officials and their city planners." (6, p. 323-7)

The role of the city planner is subject to a variety of general and specific conflicts within the context of his occupational role set. This set consists of persons who are actively interested in local planning activities. This conflict has been documented in recent studies by sociologists, articles

by planners, and by observations made by this author prior to undertaking this research (10, p. 77).

If the foregoing conflict can be substantiated it would seemingly call for remedial action to be taken by all those concerned with city planning and its implications. It would suggest further introspection by the American Institute of Planners and the colleges where planning is taught. Local government officials and federal agencies which administer funds could also consider these implications and possibly take steps to improve the situation.

None of these suppositions is new to those who practice planning. Most planners have privately voiced them. However such suppositions have most commonly been expressed in subjective terms, and planners are lacking in the means of verification and determining the magnitude and significance of differences. One aim of this study is to determine if these differences do exist.

Research has usually treated the subject of city planning and city planners from the standpoint of case studies, broad opinion surveys, and impressionistic accounts. It has also been treated in the context of the establishment of an emerging profession (4), and as empirical descriptions of the role of the city planner from a standpoint of role conflict (10). Few previous studies have brought a sociological or a social psychological perspective to bear on the problem. This dis-

sertation is an attempt to examine the planners role using a research framework which it is hoped will overcome some of the limitations of the above approaches. It will be carried out from a perspective which attends to the city planners own attitudes desires values and evaluations, to his role relationships and to his position in the social structure of the work setting and for the community in general (10, p. 77).

Since such research has apparently not been done before, this study will be exploratory in nature. It is an attempt to produce insights on this ongoing area of role definition and change. The exploratory approach is considered appropriate where one initiates research into a new area (10, p. 79).

The general objective of this study is to determine the role of the city planner as defined by city planners and designated relevant others.

There are two more specific objectives:

1) To determine the role of the city planner as perceived by three types of role incumbents; these are, city planners, mayors, and chairmen of city planning commissions. This objective is approached from two points of view; the actual and ideal. The actual approach will attempt to determine perceptions of what the role of city planner <u>is</u>; (i.e. as the role is presently played); the ideal approach will attempt to determine perceptions of what the role of the city planner <u>should be</u>,

2) To determine the degree of agreement (or disagreement) between three relevant types of role definers: i.e. between city planners, mayors, and chairman of city planning commissions.

In order to accomplish these objectives, this dissertation will be organized as follows. In Chapter II the development of the role of city planning and the problems encountered in the definition of the role will be briefly discussed. In Chapter III and Chapter IV the theoretical and empirical approaches to the problem using substantive sociological theories, concepts and methods will be discussed. This will include a section on the general situation in which the planner operates. In Chapter V the methods and procedures used in the study will be discussed. In Chapter VI the findings will be presented and their implications will be discussed. The study will be summarized in Chapter VII.

CHAPTER II. THE ROLE OF THE CITY PLANNER

Introduction

There is no simple answer to the question 'what is the role of the city planner'. Apart from individual differences, planning is so broad as to defy simple explanation. This lack of a clear cut concise definition of city planning appears to be the basis of many of the problems of city planners and those with whom they work (i.e., his occupational role set). To better understand the context and problems of city planners, a brief statement will be presented concerning the development of the role of the city planner.

The role of the city planner in the United States is said to have come through three stages in its development to its present form. These may be conceptualized as the artist, professional, and bureaucrat (10, p. 26).

In the first stage the ideal type of city planner was an artist. This stage began with the Chicago Fair of 1893. During this period the city planner's self perception was that of an artist and designer. City planners engaged in entrepreneurial activities conducted on an individual basis. The work relationship was between the 'artist' and patron. Their concern was for the City Beautiful movement, fine public buildings, grand esplanades and parks. The urban environment was still pedestrian, and urban environments were still

relatively simple compared to today.

The change of role began with efforts to professionalize. Organized meetings by city planners were held prior to 1910; In 1917 they formed 'The American City Planning Institute' which today is called 'The American Institute of Planners'. (abbreviated as AIP) (4, p. 35). During this second stage their attentions were directed towards human welfare, social service and responsibilities. They established a code of ethics and set up standards of requisite training and recognized competence. This organization gradually grew in numbers and has endeavored to build its own particular body of knowledge.

The third stage began with increasing opportunities for planners in public employment. This change received its greatest impetus with the passage of Section 701 of the Federal Housing Act of 1954. Today over two thirds of the AIP membership are public employees. As employees of government rather than free lance professionals their roles have changed. Current attention of the AIP focuses on developing standards for accommodating both professional and organizational (i.e. government) expectations.

As a public employee the city planner today is subordinate to the officials and citizens he serves. Such a city planner plays a role within the bureaucratic machinery of civic government (10, p. 28). He is responsible to a variety of organizational expectations mediated through elected officials who in

turn are responsible to their constituents. Gold (4) maintains that city planners should have given up their autonomy when they assumed the role of bureaucrats. Autonomy is a basic characteristic of professional orientation, and nearly half of all city planners are still drawn from design disciplines such as Landscape Architecture, Architecture, Civil Engineering, and Planning where autonomy is highly valued. Further there is a high degree of movement by city planners back and forth from private to public employment. The probability of role confusion and role conflict occurring is therefore very high.

Little seems to have been done to change the orientation of the city planner for the major changes in his role. City planners still appear to perceive themselves more as professionals than as bureaucrats.

The public image of city planners is also somewhat obscure. Frequently there is no public image. This may be especially so in 'smaller cities', where the city planner is new to local government structure; i.e., since the early 1960's. Gold (4,p. 46) describes this as the "invisibility" of the city planner. He says this invisibility is due to the newness of city planners to local government administrations, the small number of persons involved (often only one man), and the planners' almost total lack of power.

Throughout this evolvement of role, city planners have retained and added to the former role definitions rather than

dropping them. The result has been cumulative. Thus the orientation of city planners reflects all three roles and they draw on them as the situation demands. Residues of the first two roles persist and constantly reappear as the city planner plays out his role as a bureaucrat. This inconsistency undoubtedly is a source of confusion to his relevant others. Relevant others find it difficult to predict whether a city planner will respond as an artist, a professional or as bureaucrat. Rath says..

> "Conflict appears unavoidable. These changing role definitions have the effect of restricting the city planners freedom to operate as his inclination dictates." (10, p. 29)

Role Perception

Role perception or personal image is important in a study such as this. There are two dimensions to the perception of any role a person may have; these are 'self perception', and perceptions by 'others'. The effectiveness of role performance is highly dependent on the agreement which occurs between these two perceptions. It is believed to be important that both the role incumbent should have a clearly defined and similar image of his role and that his relevant others should also have a clearly defined and similar image of that role. Clearly defined roles are believed to result in more efficient performance of roles by all members of an organization. This

occurs in three ways:

1. The incidence of role conflict is reduced. Role conflict is defined as..

> "...any situation which the incumbent of a position perceives that he is confronted with incompatible expectations'. (11a, p. 288)

For example, incompatability is less likely to occur with a better understanding of the alters role.

2. Goal achievement is facilitated by encouraging the statement of those goals because it provides a clear cut directive of whose responsibility it is to implement the goals.

3. The acknowledgment of expertise is assisted, and that knowledge is more readily related to leadership.

Some studies on self perception can be related to the city planner. e.g. D'Antonio compares local politicians with businessmen; he states that...

> "Businessmen have a clearly defined self image; (therefore)...in the civic situation they (are able to) step in and act". (11b, p. 136)

He infers that politicians do not always have a clearly defined self image, and it may be added, neither do city planners. If the planner knew his role as well as the businessman he might be better able to 'step in and act' and thereby be more effective, and more aggressive.

An accurate perception of the planners role by his relevant others is a problem which confronts city planners. This is especially acute with elected officials. One bureaucratic

role of the city planner is that of an adviser. One of his main functions is to provide expert advise to elected officials.

Another problem of city planners is the dilemma he creates for civic officials; i.e., what to do with that advice. Elected officials are often caught between the planner's idealism and the interests of power factions. D'Antonio discusses the struggle for (civic) power, and the problems which officials have.

> "The significant change in our time...(is) the conscious struggle by men from institutional sectors for control of the political power center;...men in the political center are striving to increase their control over those areas of life covered by the other centers...
> Others (who) believe in limited government as the only guarantee of democracy, attempt to limit the power of government, (and) to limit the areas of life over which government has control..." (11b, p. 137)

Miller contends that while complex and important decisions must be made every day in American communities, political leaders are uncertain and insecure in their decision making. They do not know how far the limits of governmental authority extends. He says that...

> "(Political leaders) don't have a clear conception of themselves as powerful men who can do things, who have the authority to initiate programs. Rather they wait for others to act, to give them the cue, and to tell them what to do and not do." (11b, p. 136)

This affects the planner in several ways, the most serious being that his plans are often filed away, or his advice is not acted on. Whereas the city planner is hired to plan, he often performs as a supernumerary; his efforts are often directed to

petty issues while more important tasks such as long range preparations are ignored. In effect his services are not used because they are not understood.[1]

Another point of view perceives the city planner's role as that of an 'intermediary' position between the elected officials and the economic power groups within and out of the city. D'Antonio describes the current play for control of government and social control over the individual by selfish interests.

In "Crisis" (12) the author states emphasis must be placed on private activities such as those causing pollution of air and water, congestion by traffic and sprawl, and the destruction of land by wastes, mining or exploitation. He maintains that just as the laissez faire era in business was superceded by a planned approach if man and his cities are to survive. Otherwise should..."...air pollution for example continue...to increase unabated...all men will suffocate"(12). This reasoning applies equally to congestion in land use and many other concerns of city planners.

The city planner operates at a micro level of society in a corner of city hall. Some say that the city planner should 'provide intellectual leadership' in planning matters;.[2] Since

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[1]See Item 256, 'the planner as a harmonizer' and item 205, 'to coordinate officials with significant decision makers'.

[2]See Item 255, 'the city planner as an intellectual leader'.

someone has to lead, such leadership in city planning may become a legitimate function in the role of city planner and emerge as the fourth stage in the evolution of city planning.

The city planner attempts to play out his role in what appears to be this confused context -- apparent confusion in his own mind, in his profession and in the minds of those for whom and with whom he interacts. The chapter that follows will attempt to develop a conceptual framework within which a clearer understanding of the role of the city planner can be determined.

CHAPTER III. THE THEORETICAL ORIENTATION

Introduction

The problem of determining the city planner's role resolves into a general inquiry of what is the role of the city planner as it presently exists, and considering the ongoing changes of the immediate past, present and probable future, - what should be the ideal role for the city planner. The problem becomes one of how to go about establishing facts and data about current situations, and how to analyze them once collected.

In order for a sociological study to be made of a particular subject, it must be cast into a sociological framework. This is done by casting the problem in a conceptual form of logic which is consistent with the way in which sociologists view social phenomena. This may be called a conceptual framework.

An ideal conceptual framework consists of a strategic set of concepts complete with statements of the relationships which exist between them. Sommerville states that a very important part of the method of any science is the set of concepts it employs; he further says that these concepts are.

> "...methodological instrumentalities...(which are) abstractions of real world observations as they appear at the theoretical level of science.
>
> "Every science needs strategic concepts...so located and so fashioned that they make it possible to solve right problems...especially so in the beginning stages." (13, p. 557)

One conceptual framework is social systems analysis. The basic assumption made in using such analysis is that the city planner as a member of society plays out his role as the member of a particular social system within the society.

Two general level concepts central to this study of city planners are social system and role. The conceptual framework will be developed around these two concepts and the research efforts will focus on them. General systems concepts pertain to regular patterns. Social system concepts pertain to the regular patterns of human behavior which occur among people. If they are regular or systemic, then certain predictions can be based upon them.

The second focal concept used in this study is role. Role also pertains to human behavior; it specifically focuses on the individuals in a social system. The concept role is an elemental part of the concept social system.

The background and basis of the two focal concepts and their respective sub-concepts will now be developed as a conceptual framework for this study.

General Systems Theory

Social systems theory is related to general systems theory. General system theory is one of the main approaches to general science. General systems theory is a disciplined approach to any subject matter which is treated as a science. The distinctive feature of the general systems approach is that it

attempts to conceptualize the whole entity and then analyzes the whole by breaking it down into its component parts. It determines the relationships of some or all of these parts to each other and to the whole entity.

The central notion of general system theory is 'wholism'. Bertalanffy states that the existence and rationale of systems are due to...

> "...the appearance in all fields of science of notions like wholeness, holistic, organismic, gestalt, etc...all (of which) signify that... in the last resort, we must think in terms of systems of elements in mutual interaction." (14, p. 43)

Hall and Fagan explain how wholism effects a system. They state that...

> "If every part of a system is so related to every other part, so that a change in a particular part causes a change in all other parts and in the total system, then the system is said to behave as a whole."
>
> "at the other extreme is a set of parts which are completely unrelated."
>
> "...All systems have some degree of wholeness." (15, p. 3)

A system exists in an environment, which it may share with other systems. A system consists of a whole entity, component parts, elements, and the relationships among them.

The system approach permits the researcher to think in terms of elements, components, the whole entity, and the relationships which exist between and among them. Concepts are operationalized into some measureable form which allows for testing of relationships. Systems analysis also permits

and facilitates the notion of cause and the use of hypotheses.

The purpose of the use of the system concept in Sociology is to provide a means of explaining the relationships of human interaction.

Gouldner (16, p. 404-5) asserts that there are two main approaches to the study of human organizations at the theoretical level. This includes small groups of organized activity. These approaches are through the use of the Rational Model or by use of the Natural Systems Model. The former method was introduced by Max Weber and was used by the social action school. This approach to social organization has been largely replaced by the structural-functional school approach. It is commonly referred to as 'the systems' approach.

The 'social system' approach will be used in this study. King and Brown make two points; regarding the focal concepts.

> "It is possible to think of any organization as a system of interlocking status roles."

and

> "Loomis and Parsons have both indicated that the status role concept... links psychological and sociological variables in social systems analysis." (17, p. 2)

Thus the use of a systems approach permits the linking of the study of individuals with the study of organizations. Since the objective of this study is to determine the role of the city planner and since role may be partially determined by individuals in other roles in the social system, a conceptual framework which allows the taking into account of both of these appears sound. Social system is such an approach.

Approaches to social systems analysis

There are two main emphases in the analysis of social systems. These are the elemental and the processual approaches. Each of these approaches is represented by the major work of an eminent sociologist; Charles P. Loomis and Talcott Parsons.

The processual approach to social system

Talcott Parsons (18) tends to emphasize the processual approach in his social systems model. He calls this model the AGIL Model, which is the acronym for the four central processes; adaptation-goal-attainment-integration-and latency. His approach is based on social processes and the sets of relationships which occur among them. He maintains that structural processes are connected by a 'network' of relationships. It is a general approach, and he applies it mainly at the societal level; this level is referred to as macro-functionalism. Parsons considers the social system as a subsystem of the total system of human behavior. His total

system consists of four subsystems; these are the social system, the personality system, the cultural system and the biological system. The AGIL Model tends to be highly diffuse; consequently it is not considered to be as researchable for this particular study as the Loomis approach which follows.

Elemental approach to social systems

The second main approach to social systems may be referred to as the elemental approach. Loomis is a leading proponent of this approach. Two distinctive features of the Loomis approach to social systems are his definition and his model. His model consists of three categories of key components; these are the social elements, the master processes, and the conditions of social action. The elements are related by the master processes to the social conditions. These structural elements are processually articulated in the model, to give it the dynamic characteristics of an on-going system. Role (i.e., status-role), which is a focal concept of this study is one of these structural elements.

The essence of social systems and of Loomis's social system in particular is that social system is the pattern of social interaction, of two or more people, in which the participants interact more with each other than they do with others. It can be said to consist of elements and processes.

The Loomis definition stresses patterned interaction. There is also emphasis on the individual by his use of the terms 'member' and role. His definition states that...

> "Social System is composed of the patterned interaction of members.
>
> It is constituted of the interactions of a plurality of individual actors whose relations to each other are mutually oriented through the definition and mediation of a pattern of structured and shared symbols and expectations..." (19, p. 2)

His definition is similar to L von Bertalanffy's (15) general systems definition which also uses the terms elements and interactions. i.e., "a social system consists of "elements standing in interaction" (14, p. 45). The Loomis model is classified as an elemental model since emphasis is placed primarily on the elements of the social system. Loomis articulated these elements processually; hence his label "processually articulated structure(al) model which is abbreviated PAS.

The processually articulated structural model of C. P. Loomis

As stated previously the processually articulated structural model consists of three major components; i.e., elements, processes, and conditions. These components consist of ten elements, seven master processes, and three conditions. The components can be applied to a wide range of social systems, ranging from society to a primary group. The PAS Model is thus applicable to both 'macro and micro' analysis.

There are ten social elements in the PAS model. These elements are: belief, sentiment, ends, norms, status-role, rank, power, sanction, facilities, and stress-strain. Each or several elements together can articulate with the master processes. In addition each element has a structural process of its own; e.g., the structural process for belief is 'knowing'; the structural process for sentiment is 'feeling', and the structural process for status-role is "the dividing of functions".

There are seven social system master processes in the PAS model. The master processes are communication, boundary maintenance, systemic linkage, institutionalization, socialization, social control, and social change. They articulate with each other, and with one or more of the elements. The master processes are judged to be the basic human activities which occur in social action.

There are three conditions for social action in the PAS model. These conditions are time, territoriality, and size. They often precede the elements and processes in the delineation of a social system since they delineate the current social situation or 'social arena'. Together they delineate the environment, general situation and boundaries of an on-going social system, as it exists in time and space.

All of these components are abstract concepts. They only occur at the theoretical level of thought. Their empirical

referents are found in the real world. The PAS model in itself is one conceptual framework for the analysis of social system. It is the perspective viewpoint which will be used here. However the major focus will only be on one of its elements, status-role. The other social systems elements, master processes and conditions of action will provide the framework within which the focal concept will be used.

Application of the social system components

This section applies the components of the Loomis social system to the city planner in his special social system. It includes definitions and a short general discussion on each of them. It uses examples of how they interact in the context of planning and local government as the social system.

The general social system in this study is the local government structure of which the city planner is a member. It may be defined as including all elected and appointed officials as well as all employees of the city government and relevant organizations and publics with which they interact. The specific social system of the city planner consists of a few particular members of the general social system. Its purpose is to serve as a heuristic device. It pertains to planning matters at various levels of generality and specificity. By definition the members of the specific social system 'interact more with each other than they do with others'.

The following statements briefly discuss and apply the Loomis components to the social system of the city planner. They are the social conditions, the social elements and the master processes.

The conditions for social action The PAS Model considers three social conditions which are necessary to describe and analyse an ongoing dynamic social action; these are territoriality, time, and size. Together they relate the ongoing social action with its existing social situation and environment or mileau.

Territoriality Territoriality is the condition which physically locates the social system or systems in society. In general the territoriality of this study is (all) cities in Iowa having a full time director of city planning. This is made even more specific by the choice of sample and the sample area, whereby it becomes 'smaller cities' with a full time director of city planning. The territory of a city usually only extends to its legal city limits. However the actual specific social system may be conceived as being mainly contained within city hall. This can be clarified if the city hall is considered as the locus of the social system and the city is considered as the environment in which it exists.

Time Time is the condition which locates a set of human activities chronologically. A number of dimensions of time have already been discussed; for example, in the historical development of the concepts city planning and city

planners and their roles. Each city has its unique time perspective of the development and role of city planning and the role of the city planner. This study attempts to focus on two main points in time, first the "here and now" perceptions of the importance attached to the various functions which are posed as possible role components of city planners in general, and a specific city planner in a sample city. Even here, the time condition of social action is probably highly dependent on the relatively recent past behavior of the city planner. Second, an attempt is made to determine the ideal role of the city planner. It may be assumed that this perceptive exercise projects the respondent into some future state where the role of city planner could be ideally played.

Size This social condition describes the size of the social system. The size of the general social system (cities) varies from 30,000 to 100,000 persons. Thus one might assume the problems, responsibilities and interactions might also vary. The special social system analyzed consisted of three types of person; planners, mayors and chairmen of city planning commissions. The main focus of the study is limited to the perceptions of these three role definers. However, it is recognized, and will become apparent, that the interactions, influences and perceptions of a much wider circle of other individuals, social systems and publics are at least partially taken into account in this study.

These three basic conditions of social action (territoriality, time and size) provide at least a partial context within which to further analyze the social system.

The social elements The PAS Model of social systems includes ten social elements. A social element is "the unit of analysis employed in explaining interaction from the point of view of a given discipline, which in this case is Sociology". (19,p. 3). These social elements stand in a given relationship to each other for a given moment, but do not remain in that relation for any length of time, except by abstraction. Such abstraction only gives a static picture of an ongoing process that may or may not misrepresent the ongoing social situation. The social elements are a means of describing and or analyzing the structure of a social system in terms of those elements, at any given moment of time." (19, p. 3).

Beliefs Any proposition about any aspect of the universe which is accepted as true may be called a belief. The universe in focus is the particular city in which the city planner is incumbent. It has three dimensions, the past present and future, or the belief of the way it has been, the belief of what it is here and now, and the ideal or ideological belief of what it may be in the future. Beliefs are of central concern in this study since one of its main objectives is to determine what is believed to be the role of the city planner as seen by city planners, mayors and chairmen of planning

commissions. It may be noted that the definition of beliefs states "what is accepted as true". Many aspects of planning are based on the individuals perception of reality, rather than on scientifically derived knowledge which has been widely verified.

Sentiment Sentiments are primarily expressive, and they represent what one feels about the world, no matter why one feels it. A sentiment is any proposition about what the relation between phenomena should be. The world in this study is the collectivity of cities, with the particular city as the main referent. The sentiments in this study are what the focal actors feel about their city, their local city government, and their relationships with other members of their local city government, and their relationships with other members of their social system, the importance of their role, the acceptance of their role and themselves as a person. Sentiments identify members with the social system; the relative strength of these identifications have a bearing on an individuals committment to an organization. This in turn affects efforts by that organization to maintain itself. The sentiments of the city planner also relate to his world 'the city'. His sentiments indicate what he 'feels' about the city, in the context of planning; i.e., its past decisions, its present policy, and its future potential.

Ends The end goal or objective is the change which members of a social system expect to accomplish through appropriate interaction. The local city government attempts to bring about certain changes in the city by the application of planning by city planners. Each member of the general social system may have ideas on what these changes should be. One purpose of a special social system is to determine what the goals are and then to make statements called policy which should give guidance for attaining the goals. Once goals are stated they can be taken to a more general social system, the city council, and the decision is made whether they are acceptable for the city to adopt.

The time horizon of ends may be of a short, intermediate or long range nature. The nature of planning is logically of an intermediate to long range horizon; however in actual practice it often becomes a short range operation. Long range ends for city plans may not even exist in some cities. Planning is not considered to be very effective where it concentrates on the short range. The short range often becomes confused with development, which is considered to be 'implementation' rather than planning.

Various individuals, organizations and publics may have different ends in mind for 'their city'. The city planner and his staff may have a different set of ends. These ends often are in conflict with each other. Yet, theoretically, if a

social system is to function effectively there must be some degree of commonality or complementarity among ends.

Facilities The facilities of a social system are the means used to attain the ends within the system. Within a planning system such as a local government, one set of means are the policies which have been adopted by local government to attain the ends (goals) of the city over an extended period of time. The implementation of these policies is attempted by the preparation and adoption of programs, which are prepared by the city planner and planning staff. Thus planners attempt to influence officials to adopt policy changes to permit eventual implementation of planning proposals.

Facilities may also be thought of as a sub system organizational structure; for example, the organization of the city planning staff, their relation to other authority, consulting or influence groups.

The two elements ends and facilities are not only difficult to conceptualize but more difficult to operationalize. These difficulties may create major problems in planning. For example for certain segments of a community the construction of a new development area may be an end in itself. To others it may represent only one means to a higher level end of total community development. Judgements on the acceptability of form and structure of the new development may differ depending on the perspective of what is a means and what are more ultimate ends. Or, to some the ultimate end of city planners is

seen as developing a plan; to others it includes implementing the plan to its successful acceptance or completion.

Norms Norms refer to the criteria used in judging the (character) acceptability or conduct of both the individual and of the group actions of the social system. Since the system concept implies 'order over a period of time', a set of norms may not be exhaustive for all situations or for all conditions. This is particularly so in an environment of dynamic and rapid change, such as the modern city. The norms are the rules of the game. They apply to the focal activity of the particular social system which in this case is planning. They affect all of the elemental processes of planning which are associated with the elements such as knowing and feeling. Thus the norms affect the perceptions of the roles of other members and provide criteria for judging role performance.

One problem with this special social system is the fact that not all members are planners. Thus each member's definition of the rules of the game can vary considerably with other members, especially the city planner. This variation of the norms is a central concern in this study.

Status role The sixth social element in the Loomis social system model is called status role. It can be interpreted simply as 'role', which is a focal concept in this study. It is briefly defined here in context with the other social elements of the PASM. Loomis defines it as follows:

> "Status role is that which is expected from an actor in a given situation." (19, p. 4)

Thus status role has come to mean the patterned expectations of the members of a social system based on system norms. Status role, like norms, implies the system concept of 'order over a period of time'. There is a status role for each member of a given social system. Attention will be focussed on the status role of the planner within a local government structure. One objective of such a study could be to determine what norms the members of the social system have for a particular role such as a city planner.

This concept will be dealt with in some detail in the following section.

Rank Rank is equivalent to standing, and is used in reference to a specific system. Loomis states that rank includes the importance which an actor has for the system in which the rank is accorded. The process of ranking and allocation of status rank is evaluation. Thus the rank of an actor in a given social system is determined by the evaluation placed upon him and his acts, in accordance with the norms and standards of the system (20,p. 25). Since the evaluation in rank is determined in large measure by power through authority (and the control of money), the rank of the city planner is not great. However the city planner's salary is often equal to that of the city engineer, who is considered by some as having authority.

Power There are three kinds of social power: authority, influence and coercion. Only the first two are recognized in local government; coercion is not regarded as legitimate power. Power is defined as the capacity to control the behavior of others. The amount of power varies with rank, role, and place. Thus the mayor has certain authority to act whereas the city planner for the most part must exercise power through his ability to influence members of the special social system and persons outside his special social system. The power of the city planner is based mainly on the influence he can generate through the application of his own knowledge and personality. In this regard some planners are more successful than others in a given situation. Since power by influence is not transferable, each newly incumbent city planner must begin anew to build a reserve of power by influence.

The city planner's power appears to be almost nonexistent. He has little or no authority, and the influence which he exerts is primarily through his ability to persuade his relevant others. His power if any is through the merit of his ideas. Beckman says...

> "...the city planners main stock in trade are his professional skill, the merit of his ideas, and the ability and willingness to serve as a conduit for exchange of information with other governments and agencies."
>
> "His main task is to bring to the attention of the city (those) things that matter. His main concern is "future conditions'. His main contribution is his concern for the inter-relatedness of more specialized long term planning." (6, p. 325)

In this sense he serves as an 'intellectual leader' for the city in planning matters.[1]

Sanction Sanctions refer to the rewards and punishments meted out to the members by the social system. Sanctions are the means of control in a social system. Sanction is a function of rank, position and power. Sanction can be dichotomized into positive and negative sanctions. Positive sanctions are the rewards; they appear in the form of salary increases, recognition for task accomplishment, and the prestige which derives from the position. The role of the city planner is such that while the position is fairly high in the local government hierarchy, there is little or no power associated with it and thus the city planner has few sanctions he can deliver, except to withhold his knowledge and performance. This would appear to deter the possibility of accomplishing planning goals.

Negative sanctions are the punishments, such as not having his proposals accepted or always having them diluted. Too many such negative sanctions may indicate a lack of confidence in the role or the individual.

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[1]See Item 255, 'the city planner as an intellectual leader'.

Stress-strain The final element in the PAS Model is stress-strain. It accounts for the conflict which is generated by differing opinions and perceptions of norms beliefs and other elements. Its elemental process is to 'disrupt and disorganize' the activities of a social system. Stress-strain affects the various master processes. It may for example make communication more difficult if members are in a state of extreme disagreement. Boundary maintenance may become more difficult, or less attention is paid to it.

In the context of planning in a local government, the special social system for planning may be subject to violent stress-strain due to planning issues or outside influences. If the members of the special social system are more influenced by outsiders than by their own special social system members, the special social system will tend to disintegrate i.e., cease to function effectively if at all.

The master processes The term "process" in its sociological sense means 'change'. Sorokin says process means any kind of..."change of a given logical subject in the source of time..." (21,p. 50). Loomis says that processes are tools which permit the understanding of a given social system as a dynamic functioning continuity, such as an ongoing activity rather than as a static moment occurring in that ongoing activity.

Loomis distinguished between two social processes, elemental and comprehensive processes. The elemental processes articulate the separate social elements; there is one for each element.

The comprehensive processes are termed 'master processes' by Loomis and describe the activities or behaviors engaged in through human interaction. They may articulate each, several, or all of the social elements. A master process is a dynamic connector which links the elements and the basic units such as actors, organizations, and systems. A master process is a reciprocal activity; that is, it takes two or more persons in reciprocal interaction to generate any social process.

There are seven master processes in the PAS Model of a social system. They all articulate more or less with each other, with the social elements, and the social conditions.

Communication The master process called 'communication' refers to the transmission of information between two or more persons. By definition it is...

> "the process by which information, decisions, and directives are transmitted among actors, and the ways in which knowledge, opinions and attitudes are formed or modified by interaction." (19, p. 30)

Communication is the most basic process of any social system. It articulates with all 10 elements; the messages it transmits are what keeps the social system together. It can transmit information about change as soon as the change occurs.

One obvious communication problem of concern in this study flows from the fact that city planners have different backgrounds and training than do those with whom they must work such as mayors, politicians, the public.

Boundary maintenance By definition, Boundary maintenance is...

> "the process whereby the identity of the social system is preserved, and the characteristic interaction pattern is maintained." (19, p. 31)

In the context of planning and local government, it is the process whereby the special social system is preserved and the identity of its members is maintained, and whereby internal interaction patterns are maintained. For example, the city planner's staff may desire to create their own identity (boundary maintenance); this may create difficulty in relating themselves to other subsystems with whom they must interact to fulfill their total planning function. In addition other subsystems (engineers, architects, developers, etc.) may establish their own boundary maintenance to such a high degree that it is difficult for the city planner to interact with them, even when a strong desire is present.

Systemic linkage The process of systemic linkage relates to the efforts of members of the social system to establish cooperative relations with other relevant social system. By definition, systemic linkage is...

> "the process whereby one or more of the elements of at least two social systems are articulated in such a manner that the two systems in some ways and on some occasions may be viewed as a single unit." (19, p. 32)

In the context of planning and local government systemic linkage is the process which brings the special social system of this study together in cooperative relations with other systems within the local government structure, and with outside governmental agencies and private organizations. If the city planner is to do more than plan, it would appear he must establish effective system linkages with a large number of other individuals, social systems and publics.

Institutionalization This is the process whereby a social system becomes institutionalized or develops its patterned behavior. By definition, institutionalization is...

> "...the process of patterning relationships, interaction, and relationships. It is the process through which organizations are given structure and (whereby) social action and interaction are made predictable." (19, p. 34)

In context, the institutionalization of a special social system is the process of becoming regular and patterned in the behaviors or activities of its members. This process typically begins to occur in a city upon its hiring a city planner for the first time.

In some cities it appears that the role of planning and of the city planner has not become institutionalized in an effective manner so they can make their contribution to the development of the city. It may be argued that other roles (e.g.

engineers, developers, industrial leaders) are so institutionalized that few changes in roles are made to accommodate to the newer role of the city planner in the total city development program. Or alternatively, the traditional 'artist' role of the city planner is so institutionalized that it is difficult to develop a new professional role.

Socialization Socialization is the process 'by which social and cultural heritage is transmitted' to new members of a social system (19). In context of the present study there is a continuing turnover of city planners, elected officials, appointed officials and city employees. There appears to be little socialization of new incumbents in these roles often resulting in very tenuous definition of roles, role interactions and cohesion.

Social control This is the process by which...

> "deviancy is either eliminated or somehow made compatible with the functioning of the social group." (19, p. 36)

Since a social system persists by the conformity of its members to its norms, this is the process whereby the social system either counteracts changes, or adapts to them.

In context of this study, this process keeps deviant and innovative members in line with the goals of the system. If the city planner is an innovator, as some writers on planning argue, this process may restrain them from excesses in terms of the values held by the special social system. The main

element articulated is sanction, flowing from system norms. Depending on what the norms of the social system are regarding the role and function of the city planner, this can work to his advantage or disadvantage. Since those to whom the planner is usually directly responsible are in positions of authority they can bring social control to bear on his behavior by authoritative sanctions.

Social change This is the process whereby change is recognized and taken into account by a social system. It is called adaptation by some authors.

This process is often not recognized by all members, or ignored, or not acted upon by the social system in sufficient time to prevent basic planning errors. In cases of extreme institutionalization, a social system may become very set in its patterns and ignore or fail to recognize indicators of planning issues which ultimately manifest themselves into major planning problems. The process of social change tends to counteract this polar position and accommodates adaptation and innovation. For example, zoning may set patterns for unanticipated developments. These may be legal but undesirable. The process of social change if properly exercised would permit the prediction of such happenings and the taking of corrective action.

The articulation of this process is very important in a dynamic society. Too often local governments are tradition oriented and not competitive with change oriented organizations operating within the city. Local government responds to these demands to change but often not until after some predicted or predictable physical change has taken place; e.g., the placing of a building on a lot needed for the extension of a thorofare. Many planners aruge that they can foresee these changes but due to the slowness of institutionalized bureaucratic processes they are always too little and too late. They further maintain these errors are extremely expensive or impossible to rectify.

There are two additional dimensions to consider in the study of a social system; they are the external and the internal dimensions. The external dimension refers to outside the system, meaning the social environment. The internal dimension means within the system, and refers to other members of the focal group. This dissertation is primarily concerned with the expectations held within the social system.

Expectations relate to other elements of social system; e.g., they are based on norms held by the group. Members may be motivated not only by the internal goals of the group; they may also be influenced by external forces which are reflected in the external goals of the community. Goals in turn are based on the beliefs and sentiments of group members and of the collectivity (i.e., community). They may be affected by

internal sanctions which members may impose, such as censures or nonsupport of planning issues or proposals. Expectations may also be affected by external sanctions from the environment such as by the community; for example re-election, re-appointment, or termination of employment.

The city planner and his special social system

City planning as it is used in this study is a function of a local government structure. The city planner is an employee of city government. In this capacity he acts and interacts with many persons both within the local government administration, with citizens of the jurisdictional area, and with developers and corporations which are located in or wish to locate within the city. He is in a position where he may influence many persons. The special social system is selected from this collectivity of many persons.

The 'special social system' selected for analysis consists of three persons who interact with each other on planning matters problems and issues for their respective cities to a greater extent than they do with others. These three persons are now discussed as follows.

1) The city planner is representative of the planning office and of his colleague set. His colleague set consists of other city planners in the state and nation, who are formally organized as the American Institute of Planners. The city

planner shares planning responsibilities with 1) his staff 2) other planners and allied professionals 3) the chairman and members of the city planning commission, 4) the mayor and the city council members, 5) other local government employees, and 6) his various publics.

2) The mayor is representative of his colleague set. This set consists of the various elected city officials, and in particular the city council members. As the official head of local government, it may be assumed that the mayor interacts on a regular and frequent basis with the city planner on major planning policies and proposals. This situation applies more in cities where the mayor is a full time position, whereas council members are seldom on a full time basis, especially in smaller cities.

3) The chairman for the planning commission is representative of his colleague set, the members of the city planning commission. The city planning commission consists of citizens appointed to the city planning commission for the purpose of considering planning problems policy and proposals, and advising the city council. Their recommendations save council much time since the commissioners concentrate their efforts i.e., 'specialize' on matters of a planning nature. Further the commissioners develop a certain amount of expertise on planning matters which would be difficult for council members to do with their one or two year term versus a five year

appointment. The chairmen as the appointed head of the city planning commission, interacts with the city planner on a regular and frequent basis, and to a greater extent than many or most of the members.

The purpose of this delineation of the special social system has been to specify a social system upon which to base the analysis of the role of the city planner using a systems approach. This special social system exists at a theoretical level. It is at this point that the special social system concept becomes salient.

It can be concluded that this focal group constitutes a bona fide social system. Role analysis can now be pursued for the city planner on this basis, using this set of three members, and following the systems approach.

Loomis says:

> "A social system...is composed of the patterned interaction of others. (members) Social system is constituted of a plurality of individual actors whose relations to each other are mutually oriented through the definition and mediation of a pattern of structured and shared symbols and expectations." (19, p. 2)

The special social system selected complies with this definition. The members definately interact more with each other regarding particular matters of policy which pertain to local city planning, than they do with other persons. They are also formally organized and legitimized by authority of the city and state.

The next step in developing the general framework for this study is to move to a general discussion of the various conceptualizations and dimensions of role, the second major concept used.

CHAPTER IV. ROLE ANALYSIS

Introduction

Loomis is not unique in emphasizing role as an integral part of social system analysis. For example, according to Parsons and Shils (22,p. 24) role is 'the' conceptual unit of social systems; by this they imply that social system begins with role. They use role in the sense of its being..."a sector of the individual actors total system of action..." (22, p. 56). This notion was subsequently refined by Gross who says...

> "A role sector is a set of expectations applied to the relationship of a focal position to a single counter position." (23, p. 67)

This can be illustrated diagramatically using circles for actors, sectors of those circles for a particular role, and with the relationship between the persons indicated by connecting lines. The micro social unit consisting of two persons is shown in Figure 1.

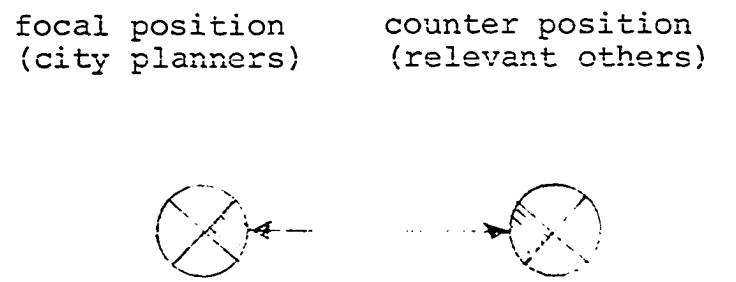

Figure 1. Micro social unit

Both the Loomis approach and that of Parsons and Shils appears to be operating at a level more complex than the micro level and short of the macro level referred to previously. The special social system in this study would therefore consist of three such circles interconnected as illustrated in Figure 2.

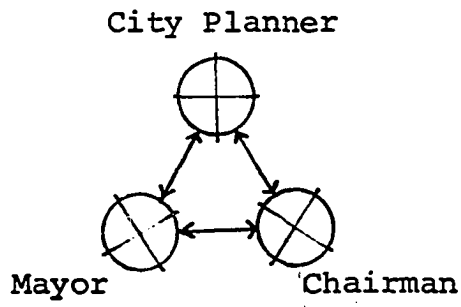

Figure 2. The special social system

Loomis and role

As stated previously Loomis uses the concept 'status-role' as an element in the PAS Model of social system. The two terms "status and role" are used together and hyphenated. By 'Role' Loomis states he means 'position' as it is perceived by the position incumbent. He considers role to be a functional or elemental process.

By 'Status' Loomis also means 'position', but as it is perceived by others; he considers status to be a structural element. Loomis defines it as follows:

> "Status-Role...is the combination of an element and a process...(It) is that which is expected from an actor in a given situation." (19, p. 19)

Loomis appears to often use these two concepts interchangeably, to indicate position, where role is "position as perceived by the incumbent", and status is "position as perceived by others." (19, p. 19). Not all sociologists would agree with Loomis regarding this interchangeability.

Loomis further states that..."status role is that which is expected from an actor in a given situation". (19, p. 19). That is, status roles are expectations.

Loomis's definitions are useful in that they are representative of the more recent structuralist approaches to role, and as a point of departure in this dissertation from the social system into 'structural role theory'. The use of the Loomis social system model also facilitates explanation and understanding of where and how role fits in the social system.

Many other authors have dealt with the concept role, using many definitions and examining the many dimensions of role and role analysis. Since this concept is so central to this study some of these additional conceptualizations will be discussed.

Role -- the body of knowledge The development of theory and research using the concept 'role' is relatively recent to sociology. The body of knowledge which pertains to role theory is attempting to build toward a logically related set of concepts, propositions, and supporting data. It has

been moving slowly toward a more clearly articulated theory. However there is still a lack of consistency among the definitions of the concepts central to discussions of role, including the focal concept 'role' (23, p. 37).

The body of knowledge is based on a number of studies completed since the introduction of the term in 1920. Some inquiries have been made into role phenomena for small social systems. However as yet there have been relatively few well conceptulized studies made of roles at the more complex social system, community or at social movement level; for example the role of the city planner or of elected or appointed officials of city government. Work appears now to be sufficiently advanced so that measurements can be made of role. However as Nyc (24) points cut, there are very few hypotheses which contain the term role.

Role can be discussed under such headings as definitions, useage, sub-concepts (elements or role), taxonomy, development of the concept, assumptions, operationalized definitions, reference group, role as a body of knowledge, role as generic to behavior (in 5 ways). 2) associated terms 3) and in many other contexts. Some of these are discussed in the pages which follow.

The domain of role study includes complex, real life behavior as it is displayed in ongoing situations. The analysis of roles examines such problems as:

1. the processes and phases of socialization
2. interdependencies among individuals
3. characteristics and organization of social positions
4. the processes of conformity and sanctioning
5. specialization of performance and division of labor.

The emphasis in this study appear to emphasize items 2, 3, and 5 above.

There are two main approaches to role theory; structural-functionalism and symbolic interaction (25, pp. 22-23). The focal concern in this study begins with the structural-functional approach. Structural role theory shares the interests and basic postulates of structural-functional theory. However, there is a definite distinction between these two approaches. Structural role theory focuses on a small unit, the role. In contrast to structural role theory, structural-functional theory is macro scale; it focuses on much larger units such as the large group, organization, institution, or society. While structural role theory is often concerned with the sources of stability and the contributions of the members of the system, it tends to operate on a micro-level of analysis rather than a macro-level.

Definition of role Biddle states.."roles are organized concepts.." (26, p. 199). He reiterates Gross that much controversy and ambiguity has surrounded the use of the term 'role'. He points out (26, p. 29) that role has been variously used to denote 'prescription, description, evaluation, and action', and that it has also been used by some authors to describe the following:

1. overt and covert processes; such as by Chapin (26, p. 29)
2. the behavior of the self and others; such as by Mead and the Symbolic Interactionists (26, p. 29)
3. the behavior an individual initiates as opposed to the behavior which is directed to him by others.

A number of definitions of role are extant. Some of those which appear most relevant to this study follow. Gross, a leading authority on role, defines roles as...

> "a set of expectations applied to the incumbent of a particular position." (23, p. 67)

Heiss states that the idea of 'role' consists of

> "...prescriptions for interpersonal behavior which are associated with particular, socially recognized, categories of persons. Such categories are referred to as 'statuses' or 'positions'." (25, p. 3)

Role use meaning categories Gross found three categories of meanings in use for the term role in his review of literature, namely: normative, situational (i.e., location), and behavioral uses (23, p. 11).

Normative meanings This use treats role as "normative cultural patterns". Gross (23, p. 11) cites as an example Linton who defines role as...

> "...normative patterns which apply to an individual and he must act according to them." (27, p. 105)

Such a use of role consists of ideal expectations for behavior (25, p. 12). It suggests ideal patterns for behaviors, such as the preparation of the master plan by the city planner.[1]

Situational meanings This use treats role as an individual's definition of his own situation and it relates that individual's role to the situation he finds himself in. One of Gross's own definitions of role appears consistent with this useage, i.e....

> "role is the mode of the actors orientation to a situation," (and as such)..."is the basis which an individual uses, in interpreting a situation and acting according to that situation." (23, p. 13)

In this case the interpretation of the situation becomes one of the major influences on determining behavior. The essence of the situational meaning is that role is not limited to one set of expectations only, or to a given person in a given position (28). Rather the role player adapts to the situation which places the situation as an important determinant of role behavior, e.g., should the city planner adjust his plans to the likes and dislikes of elected and appointed officials.[2]

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[1] See item 401, 'to prepare the master plan...'.

[2] See item 254, 'to adjust planning programs to...the likes and dislikes of elected officials'.

Behavioral meanings Still other authors appear to treat role as the behavior of actors occupying social positions, (23,p. 14). These authors tend to use role as a synonym for behavior, which is a cause of confusion. An example of this is Davis (29, p. 30); his behavioral use of role is in specific terms of how...

> "...how an individual actually performs in a given position, as dinstinct from how he is supposed to perform, we call his role. The role, then is the manner in which a person actually carries out the requirements of his position." (29, p. 30)

This behavioral use of role is in specific terms of how the role is actually played rather than in terms of who plays it. Such a use of role suggests actual patterns for behavior.[1]

Of these three categories of meaning, Gross prefers to emphasize the situational meaning as central to the use of role. He treats role as...

> "an individuals definition of his situation with reference to his and other social positions." (23, p. 13)

Gross merges the other two use meaning categories. He combines use number one 'role as normative cultural patterns' with use number three 'role as the behavior of actors occupying social positions' and drops this combined category to concentrate his efforts on the situational meaning which becomes the basis of his research.

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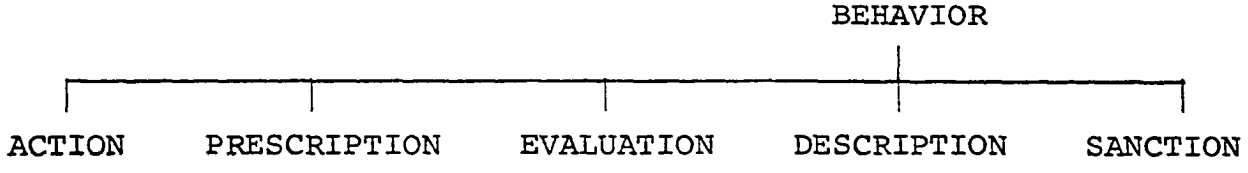
[1]See item 708, 'for the city planner...'to refrain from engaging in real estate...'.

The one common denominator of the many definitions of role is that...

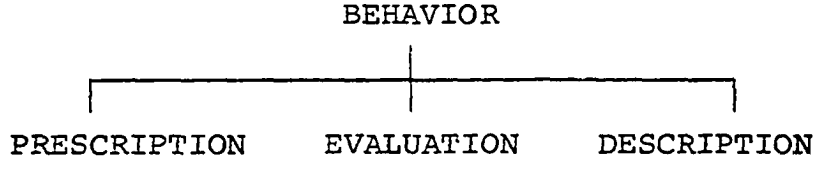
> "role pertains to the behaviors of particular persons." (26, p. 29)

Role relates to the behavior of the position holder or a particular member of a social system.

The term 'behavior' is generic to the term 'role'. Role implies behaviors; different roles have different behaviors. Biddle (26, pp. 25-6-7) lists the five basic concepts for human behavior used by most role analysts as action, prescription, evaluation, description, and sanction. A simple model of this would appear as follows:



Zetterberg (30) cited in Biddle (26, p. 26), uses three of these terms. He suggests the use of three kinds of human behaviors; he partitions behavior into prescription, evaluation, and description. A model of this would be as follows:



Biddle (26, p. 26) elaborates on one of these terms, prescription. He suggests that prescription or prescriptive

behavior is a central idea in role theory. He notes that the term 'role' itself is often used prescriptively, as referring to behaviors which somehow ought to or should be performed; 'expectations, role expectations, standards, norms, and rules are others. He notes that many writers have failed to distinguish the covert from the overt prescriptions, using the same concept for both. Biddle makes this distinction by using the term norm for a covertly held prescription and demand for the overt expression of a prescription.

From this it appears that prescriptions are behaviors which indicate what other behaviors should be engaged in, such as demands and norms, where demand is an overt expression of a person, and norm is a covertly held prescription. An example of demand maybe found in parental communications with their children. This can be explicated to politics, work, education, and to small social systems, such as the special social system of the city planner. Demand ultimately becomes learned. Once demand is internalized, it becomes 'covert', whereupon it is referred to as a norm.

Role perception A number of social scientists have emphasized the importance of role perceptions as a determinant in social behavior (31, p. 361). Among those cited are Asch (32), Gross (23), Mead (33), Parsons (34) and Sarbin (35). They maintain that without a clearly defined self image a person cannot direct his efforts where they will be most

effective, and consequently a persons relevant others cannot be effective critics of his role. Applied to the city planner it could be argued that civic officials cannot gain confidence in the competancy of city planners to manage local planning matters without a clearly defined image of that role.

Emerich (31, p. 361) states 'role discriminations' help define the patterned constancies anticipated in a persons behavior during the ensuing interactions. These discriminations are conceptualized by the term role. Role may be defined as...

> "the discrimination of a particular position on a specific behavioral dimension." (31, p. 362)

In this framework the 'role concept' is differentiated from the 'person concept'. Whereas the person concept is derived from a particular persons performances in a variety of roles, and refers to an individual, the 'role concept' is derived from the performance of either a typical person, or many persons, of a single role. At the theoretical level, the 'role concept' refers to a part of a whole person. The 'role concept' embodies a position or a status, and the whole entity (person) is referred to by some authors (36, p. 31) as a 'bundle of statuses', where each person consists of a bundle of statuses.

The two criteria which distinguish role from person are as follows:

1) role (and not person) is a 'generalization of a population' of persons who hold the same position; e.g., the population of planners.

2) role (but not person) is an 'intra group consensus' on the behavior characteristics of a position, wherein each group member judges a different occupant of that position (26, p. 361).

Basic areas of role analysis While it appears that role is a useful concept, it also becomes apparent that it does not stand by itself. Other concepts are necessary for a full understanding of role. Role is usually seen in a context of external concepts; for example social systems, norms, external expectations etc.. Also, authors deal with sub concepts or dimensions within or 'under' the concept role.

Much confusion has resulted from the ambiguities resulting from the use of these terms by various authors. Ambiguities are apparent in reviewing the historical perspective of earlier authors. Gross (23) found three terms in particular, status, role, and role behavior, appeared to be loosely used as synonymous. Others had argued the use of any one of these three terms to be mutually dependent upon the use of the other two (28, p. 9).

Gross attempts to resolve the problem by establishing three 'basic areas' for role analysis; location, expectation, and behavior. He found these areas to be integral parts in all

of the definitions of 'role' which he reviewed in his major study "Exploration of Role Analysis" (23). Briefly these areas are as follows.

Location Location is indicated both by status and by position. Location is the basis for establishing expectation. Some examples of location within a social system are father to the family, leader to the group, and mayor to the city. Location embodies rank which refers to the position held in a social hierarchy.

Expectation Expectation applies to the incumbent of a position. Expectation must apply to something or some social object, such as city planner, or father. Expectations are expressed in regard to position; e.g., father refers to family, and family has its expectations of father. Expectations are the conceptualizations of what a person may do, should do, or will do.

While the general term role has been used by some authors in the sense of expectation, this use of role is seen by some as the cause for confusion, and should be avoided (28, p. 17). The use of the term expectation is preferred.

Behavior Behavior applies to the actual actions of an incumbent of a position in playing his role. Certain behaviors are characteristic for a position holder; e.g., for policemen it is the apprehension of criminals for city planners it may include attending city council meetings. This in turn is referred to as 'patterned behavior', and it is the central

idea of social system.

The conclusion Gross arrived at is that these three subconcepts, i.e., location, expectation and behavior, are all integral parts of all the definitions of role which he reviewed. He states that the problem of the researcher is not which of the three to eliminate. Rather the problem is how to use them meaningfully at both the abstract and empirical levels. This he says can best be done by conceptualizing and measuring them separately, and then determining interrelations (23). He believes one should not try to use them as synonyms. By so doing, Gross was able to assist in solving a second problem, the research problem of moving from definitions to analysis. He accomplished this to the extent of operationalizationing subconcepts of role which permit empirical analysis and the testing of hypotheses.

The general basic areas of role analysis can be illustrated by three areas and the subconcepts in use as follows:

Areas	Expectation	Location	Behavior
Subconcepts in use	Role Expectations	Position Status	Role Behavior

Emphasis in this study will be placed on location and expectations. Behavior will also probably be indirectly involved in several ways: 1. past behavior as a basis for present

expectations, 2. hypothetical behavior of an "ideal" city planner, and 3. to a minimal degree in judgements of how well various role incumbents have "behaved", i.e., played their role.

Four basic assumptions appear to be implicit in role analysis; these are the behavior-expectation relationship, the expectation-location nexus, reciprocity, and positionality. Together they embody the commonalities of all the foregoing definitions and basic tenets found in role analysis literature.

Behavior-expectation relationship This assumption states that 'human behavior is a function of expectations, and that expectations are an integral and essential part of any attempt to understand human behavior in terms of role analysis. Gross (23) says that individuals in social locations behave with reference to expectations.

Expectation-location nexus This assumption states that a specification of location is necessary in role analysis. Therefore to determine the expectations held for any individual, it is necessary to specify the individual's location in his various social systems.

Reciprocity This assumption states that roles do not exist alone; no role exists without a reciprocal role which is associated with another position. The expectations of a given role can only be specified after the location has been established. In other words role lacks meaning without an

alter. The minimum social situation is the diad, and at least one reciprocal role must be identified for every social situation.

Positionality This assumption states that role is positional rather than personal. Role applies to positions within a structural system rather than to unique individuals or personalities. Role applies to the position and not to the individual. This should be evident since person is concrete whereas role is an abstract concept. Role only applies to positions within a structural system (rather than to persons) (28, p. 26-7).

These four assumptions appear basic to the application of the theoretical concept role to empirical situations, for the explication of theoretical concepts of empirical referents, research analysis, and hypothesis testing.

Application of sociological concepts to the research problem

This section of the theoretical orientation is deductive. It is concerned with epistemic correlation for real world counterparts to the theoretical concepts. This involves the delineation of certain social objects which are used in the study. This is done by expressing the theoretical concepts in terms of their empirical referents.

Delineation of social objects Three kinds of social objects to be delineated at the empirical level are role definers, role definitions, and additional

concepts related to role. Each role definer is assumed to perceive a set of role definitions; role definitions are defined using sub concepts of role tasks.

Role definers The role definers of the city planner's role in this study are the members of the designated special social system. The special social system in this study is defined as directors of city planning and their relevant others. The relevant others have been delineated in the special social system as mayors and chairmen of city planning commissions. These three types of persons comprise the special social system.

Role definitions The role definitions consist of sets of definitions of the focal role as defined by role definers. They are defined in terms of the subconcepts of role. These subconcepts will be specified in terms of tasks, functions and behaviors in the development of measures.

Additional concepts and subconcepts The above two concepts are major concepts crucial to the study. There are a number of additional concepts which need be specified to give clearer specification to the concept role and provide its context. They include social system, position, position incumbent, behavior, role, role convergence, and role performance.

Social system Social system refers to the special social system of city planners. It includes the city planner, mayor, and chairman of the city planning commission.

Position Position refers to a designated location in the structure of a social system, e.g., planner, mayor and chairman.

Position incumbent Position incumbent refers to the particular person or individual occupying that position at a given time and place. The incumbent will be used as the role definer of role definitions in this study.

Role Role is a set of expectations applied to an incumbent of a particular position (23, p. 6).

Behavior Behavior is an actual performance of a particular incumbent of a position in a social system. Certain behaviors are expected of each position for a given social system. Behaviors are the actions of activities of incumbents.

Role convergence Role convergence is the extent to which any two role definitions are alike; i.e., the amount of agreement (or consensus) between any two or more role definers regarding role definitions.

Role performance Role performance is the actual behavior of an incumbent of a position.

Concept 1: Social system

This term has already been defined as 'patterned interaction'. Interaction is considered by some sociologists to be the core datum of sociology.

Parsons states that...

> "interaction...takes place under such conditions that it is possible to treat it (i.e., the process of interaction) as a system." (20, p. 3)

By this he means that under certain conditions, interaction can be considered as and hence treated as a system.

Loomis states that certain uniformities tend to develop over time, and that when these uniformities...

> "...are uniform and systematic, they can be recognized as a social system." (20, p. 3)

The focal group in this study is recognized as a social system partly on this basis. The concept social system has a number of subconcepts, some of which are pertinent and are therefore discussed as follows.

Boundary Systems are delineated from their environment by a systems boundary. The environment of a particular system has been defined in general systems theory as...

> "...all factors external to the system which affect it and are affected by it." (37, p. 5)

The delineation of system depends on the problem, the situation at hand and how the researcher wishes to treat it. One might ask ...'Why city council members, planning commission members, and civic department heads are not included in the special social system? Why are they considered as 'environment'? The composition of this special system membership is heuristic; it is based on what the researcher wants to analyze and the

approach he selects.

Subsystems General systems may have subsystems within them. However when the focus is on one of those subsystems, then the remainder of the system may be defined as environment. The focus in this dissertation is on a social subsystem within a local government structure. It is referred to as the 'special social system'. Therefore these other elected and appointed officials are treated as environment. In specific instances these other persons are referred to as the role sets of mayors and chairmen. The focal group is a part of the occupational role set of the planner, which includes these other persons. The city planners colleague set is usually physically removed and remote from all of these.

The special social system is really a subsystem; it consists of 'social objects' having relationships between them. Some of these social objects are conceptualized as 'positions'. The particular positions are planner, mayor, and chairman, rather than the individuals incumbent to the position. Bredemeier states...

> "...the basic unit of a social system is not a person; rather the basic unit of a social system is one of the statuses (positions) of that person." (36, p. 31)

Restated it can be said that role is the basic unit of a social system rather than person.

The larger system to which the special social system belongs as a subsystem is illustrated in Figure 3 (7, pp. 528-

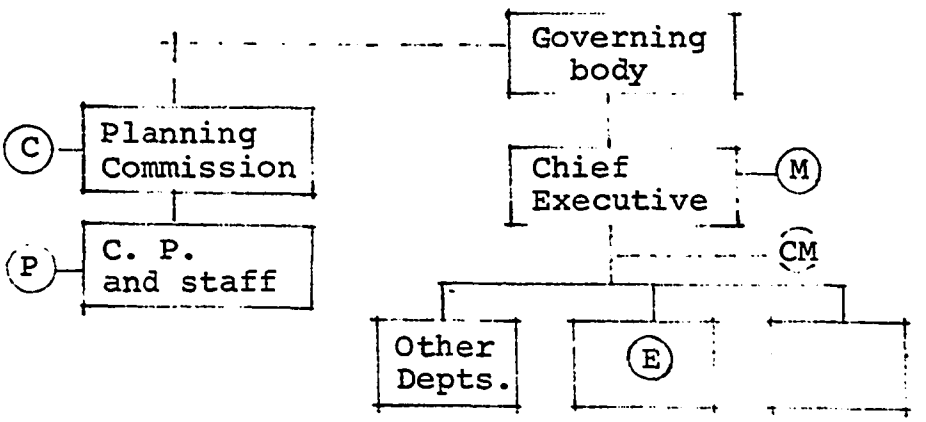
9). Local government structure is typified by organizational diagrams. The positional components of the focal group are indicated by the letters P, M, and C in circles. The city manager (CM) and city engineer (CE) are also shown. It should be noted that the position of mayor, city manager, and city engineer vary locationally for different cities, depending on variations of those local government structures.

There are two types of organizational structures for the social system of city planners: the independent planning commission and the planning department.

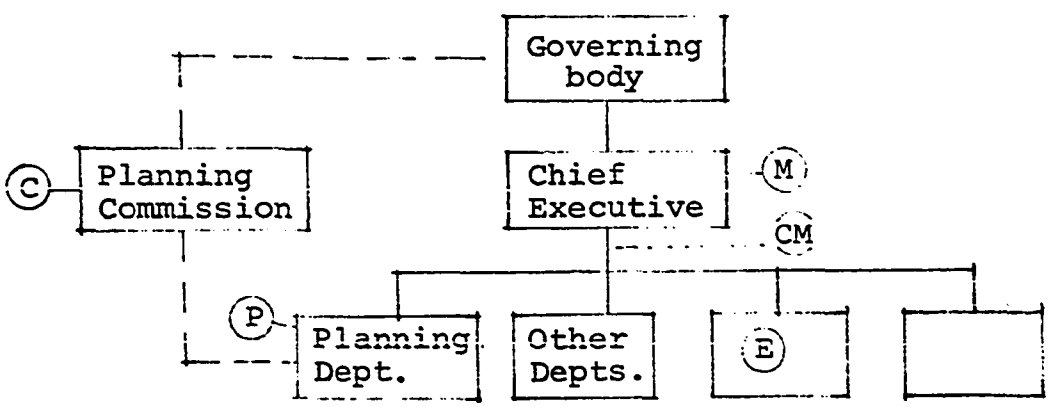
1) In the independent planning commission structure, the city planner is responsible to the city planning commission which in turn is responsible to the governing body of the city; i.e., city council. The city planning commission controls the city planner in this arrangement. This is illustrated in Figure 3.

2) In the planning department structure, (see Figure 3), the planning department is responsible directly to the governing body without the intermediary city planning commission. In this sense it is much like other civic departments. This is illustrated in Figure 3. With this arrangement there may or may not be a city planning commission. Where there is a city planning commission it continues to report to the governing body, but it does not exercise control over the planning department.

A discussion of <u>this</u> concept 'position' follows as concept number two.



a) The independent planning commission



b) The planning department

Figure 3. Typical organizational diagram of a city planner and his relevant others (Goodman 7, pp. 528, 529)

Concept 2: Position

The concept 'position' is used in this dissertation to dencte 'a designated location in the structure of a social system'. Examples of position are planner, mayor, chairman.

Two kinds of positions are relevant to this study; the focal position and the counter positions. Together they delineate the special social system.

1) The focal position refers to the focal role. These are the city planners.

2) The counter positions are seen from the point of view of the focal role. These are the relevant others, the mayors and chairmen.

The major concern of this study is with the focal position, the city planner and with the counter positions of mayor and chairmen of planning commissions.

Position incumbent A position incumbent is a person or individual occupying a position; e.g., the present mayor in this city is Mr. Jones. A position incumbent may be considered as a role definer for his own position as well as for the positions he is counter to.

Position will be used here to designate location in the structure of a social system. For each position there will be an associated role. The term role is usually used in conjunction with 'position'. 'Role' now follows as concept three.

Concept 3: Role

Gross finds that role has been used in the literature with either of two meanings: 1) as a set of behaviors of actions characteristic of an incumbent of a position and 2) as a set of behaviors expected of an incumbent of a position. Gross prefers to use the second set of behaviors as 'role'; he defines role as...

> "a set of expectations applied to an incumbent of a particular position." (23, p. 6)

Operational definition of role The various operational definitions of role yield differing definitions of role; they vary according to the point of view of the author and the nature of his study. The operational role definition used in this dissertation will be patterned after the second (above) meaning for role; i.e., 'expected behaviors'. The operational definition of role used in this study is as follows: "Role is 'an empirically delineated set of behaviors expected of an incumbent of a position, with the expectations being prescriptive rather than anticipatory.' (24, p. 14). This means that role definers might for example, expect city planners 'to attend city council meetings' rather than merely anticipate his attendence. Roles may be operationalized as the 'roles, tasks, and functions' which a position holder normally performs or is expected to perform in his daily routine.

The different role definers may expect differing sets of behaviors of an incumbent; such expectations depend on how each defines the role. The extent to which agreement exists among such role definers is the degree of 'role convergence' (24, p. 14). This term now follows as concept four.

Concept 4: Role convergence

Role convergence is the extent to which any two role definitions for one position are alike. Empirically it is the amount of agreement (or consensus) between any two members of the focal group regarding role definitions of an incumbent in given focal position.

Role convergence is a variable. The basic assumption for role convergence is that different role definitions may exist for the same position; i.e., different persons expect differing sets of behaviors of the incumbent of a position. Role convergence refers to the 'degree or extent to which two sets of expected behaviors are the same'. It may vary from no role convergence which would apply to mutually exclusive sets of expected behaviors, across a continuum of ever increasing agreement, to complete convergence; i.e., identical sets of expected behaviors.

For example a city planner may define his own role in a certain way with a certain set of expected behaviors, whereas the mayor may define the planners role in terms of a completely different set of expected behaviors. In such a situation there

is no role convergence between them.

The term 'role convergence' is defined in this dissertation to mean

'...the correspondence between role definitions'.

That is, role convergence is the correspondence between sets of behaviors expected of an incumbent of a position.

Role convergence as a variable Role convergence is subject to quantitative differences due to the differences which may exist between and among the various categories of its role definers. The theoretical utility of treating it as a variable was first documented by Cottrell, who used the term consensus (23).

While 'consensus' is still frequently used as a synonym for role convergence, this useage may be inaccurate. Consensus implies 'total agreement' which in turn implies an absence or lack of variability. Gross maintains that consensus is an attribute of a group or collectivity. However such groups or collectivities are made up of individual persons. He points out that persons seldom give complete agreement; he says that..

> "...asking many individuals the same question seldom results in a single answer. Thus...we are led to expect...a number of (differing) expectations which may (or may not) be the same." (23, p. 4-5)

Since he assumes there can not be total agreement among persons, he implies the use of consensus should be avoided. Rather the term role convergence appears more desirable.

Gross helped establish the limitations or limits of role research. These limits are embodied in his 'postulates of role consensus'. He points out that the main limitation of the use of this particular subconcept of role (i.e., consensus) is that it overlooks the possibilities of its other dimension; i.e., the '<u>lack</u>' of role consensus. He states

> "that where complete consensus has been assumed (to exist), possible lack of role consensus (role convergence, for agreement) has not been investigated." (23, pp. 21-47) (parens supplied by author)

He makes two points in this connection;

1) In studies where no such assumption of consensus has been made, it has been found that different role definers do in fact 'often disagree' on expected role behaviors. This may be in varying amounts.

2) The degree of convergence on behavior expectations may be functionally related to a population of role definers (24, p. 15). That is while it may vary, there may be a <u>pattern</u> to these variations within a population of role definers, such as mayor, chairman, etc. For this reason the term role convergence will be used, and consensus will not be used in reference to role analysis.

<u>Amount of role convergence</u> It has been found that a low degree or magnitude of role convergence between position incumbents in a focal group may cause a role incumbent to experience <u>role conflict</u> (26, p. 288). When this variation follows a pattern it merits investigation. Role conflict has

been defined by Gross as 'any situation in which the incumbent of a position perceives that he is confronted with incompatible expectation'.

Role conflict is considered to be the result of conflicting expectations. Conflicting expectations may accrue to persons occupying two or more noncomplimentary positions simultaneously; an example of this may occur where a city planner owns slum property, or engages in real estate activities.[1] This might ultimately result in a conflict of interests between the interests of the city, and profits for the individual. A second example is the possibility that the three roles of the city planner, artist, professional and bureaucrat (10) are not complimentary.

A position incumbent may also have conflicting expectations while occupying only one position. These may be due to the low degree of convergence between his expectations and those of his relevant others. For example a city planner and mayor may hold differing expectations for the roles of the city planner.

It may reasonably be assumed that when different evaluative standards or expectations are applied to role behavior, that differing judgements will be made of role performance. Role performance follows as concept number five.

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[1] See item 708, ibid.

Concept 5: Role performance

The term 'role performance' is used in this dissertation to refer to...'the actual role behavior of an incumbent of a position'. Conversely role behavior is an actual role performance of an incumbent of a position.

Role performance can be operationalized as a concrete measure of 'task accomplishment', perceptions or judgements of task accomplishments, or the degree of success in reaching goals.

Biddle discusses role performance in terms of standards of excellence and the judgement of adequacy. He says...

> "When performance is compared against some standard of excellence, it is being ordered in terms of its adequacy...
>
> Quality, amount, frequency, or rate are only alternative means by which performance may be ordered against a standard, and generally both quality and quantity are combined.
>
> The variable of 'performance-adequacy' ranges from some point-defined as adequate- through successive departures from this point."
> (26, p. 52)

Variability of role behavior Accounting for the variability of role behavior (i.e., role performance) of different incumbents for a given position is a central concern in the development of some role analysis studies (23, p. 4). One research question that might be asked is, do planners behave differently due to differing role definitions and their consequent role expectations. A second question asks whether

role convergence is positively related to role performance. However the measurement of role performance is defined as being beyond the scope of this dissertation. The topic is therefore covered only in very general terms.[1] The major objective is the determination of role expectations and the degree of role convergence.

Concept 6: Role congruence

The role performance (i.e., actual behavior) of an incumbent may correspond to a set of behavioral expectations held by different role definers to a varying degree. This correspondence is referred to as role congruence. Role congruence is defined as 'the degree of correspondence between evaluations of role performances and the different role definitions.'

The term role congruence involves the comparison of role performance against a criterion or standard of excellence; i.e., against some ideal set of role definitions and behavioral expectations. Since agreement on this set of ideal role definitions did not exist in any agreed upon form for the city planner [2], the first logical step appears to be to attempt to

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[1] See items 120-126, ibid.

[2] See Gold (4, p. 111), 'the lack of role definition'.

determine what an 'ideal role definition with its expectations' might be. Thus, one returns to the ends and means of this study. The literature was reviewed to determine what various theoreticians and practitioners perceive the role of the city planner to be. These are to be operationalized (see next chapter) and taken to the real world to determine the degree of convergence regarding these varying roles among city planners, mayors and chairmen or city planning commissions. This is believed to be one logical first step to ultimately being able to deal with role performance and role congruence.

The foregoing section has discussed in detail the central concepts and subconcepts of the conceptual framework. The following section will discuss these concepts, and subconcepts and their possible relationships in the conceptual framework. The concepts and subconcepts will also be epistemically correlated with their empirical counterparts, as a step towards moving into the empirical framework of the methodology chapter to follow.

Subconcepts and their relationships in the conceptual framework

The first general objective of this dissertation is to develop a conceptual framework for the purpose of investigating the relationships among concepts and subconcepts of role. The foregoing section has discussed the application of this conceptual framework. The purpose of this section is to summarize the foregoing section for the purpose of moving to the

operationalization of these concepts.

Focal concepts and subconcepts There are four concepts and subconcepts in particular which will be operationalized. These are position incumbent, role definition, role convergence, and evaluation of role performance. These concepts are now briefly summarized.

Position incumbent Position incumbent will be used in this dissertation to refer to the actual person who occupies a designated location in the structure of a social system where the social system referred to is the special social system of the city planner.

The two kinds of positions are the focal position and the counter positions. The focal position incumbent is the local city planner. The two counter position incumbent are his relevant others; i.e., the local mayor, and the local chairman of the city planning commission. These position incumbents constitute the role definers for this study.

Role definitions Role definition will be used in this dissertation to refer to the delineation of a set of behavior expected of an incumbent of a position. In order to determine and compare the relationships that may exist, two kinds of role definitions will be used, actual and ideal role definitions.

The actual role definition of role in this dissertation will be used to refer to 'the delineation of a set of behaviors

expected of an incumbent of a position representing actual expectations'. The actual role definitions are those role definitions which presently apply to a particular position incumbent in their particular social system, at this point in time, as perceived by the various role definers.

The ideal role definition of role will be used in this dissertation to refer to 'the delineation of a set of behaviors expected of an incumbent of a position representing idealized expectations'. Such behaviors represent a set of behaviors under some future or ideal set of conditions.

Role convergence Role convergence will be used in this dissertation to refer to 'the amount of correspondence between sets of behavior expectations between different role definitions by different role definers applied to a particular position'.

Evaluation of role performance Evaluation of role performance will be used in this dissertation to refer to 'the perceptions of the role related behavior of a position' (27, p. 18).

Relationships The foregoing concepts and subconcepts will be investigated to determine whether relationships exist between and among role definers concerning the two kinds of role definitions. Such relationships will be expressed in terms of role convergence and role performance. These terms will now be illustrated.

Diagram illustrating the conceptual framework Diagrams illustrating the conceptual framework are presented to assist in visualizing the various concepts and subconcepts which have been discussed. These diagrams are as follows.

The special social system of the city planner is illustrated in Figure 4. The special social system of the city planner. The three positions are indicated by circles. Their relationships are indicated by the connecting lines between these circles. The boundary of the social system is indicated by the curved broken line which surrounds the three positions. The environment lies outside of the broken line.

The roles of the position incumbents are illustrated in Figure 5: Roles of the position incumbents. The three position incumbents are indicated by the three circles. The three position incumbents are indicated by the three circles. The shaded segments of these circles represent the particular roles of these incumbents which relate to city planning. The connecting lines represent the relationship between incumbents; they connect the particular hatched segments which represent that part of the position incumbent's planning role which pertains to these two position incumbents. Note the hatch lines lie in the same direction for such connected segments. The relationship lines have arrowheads at each end to indicate the two way relationship which is assumed to exist.

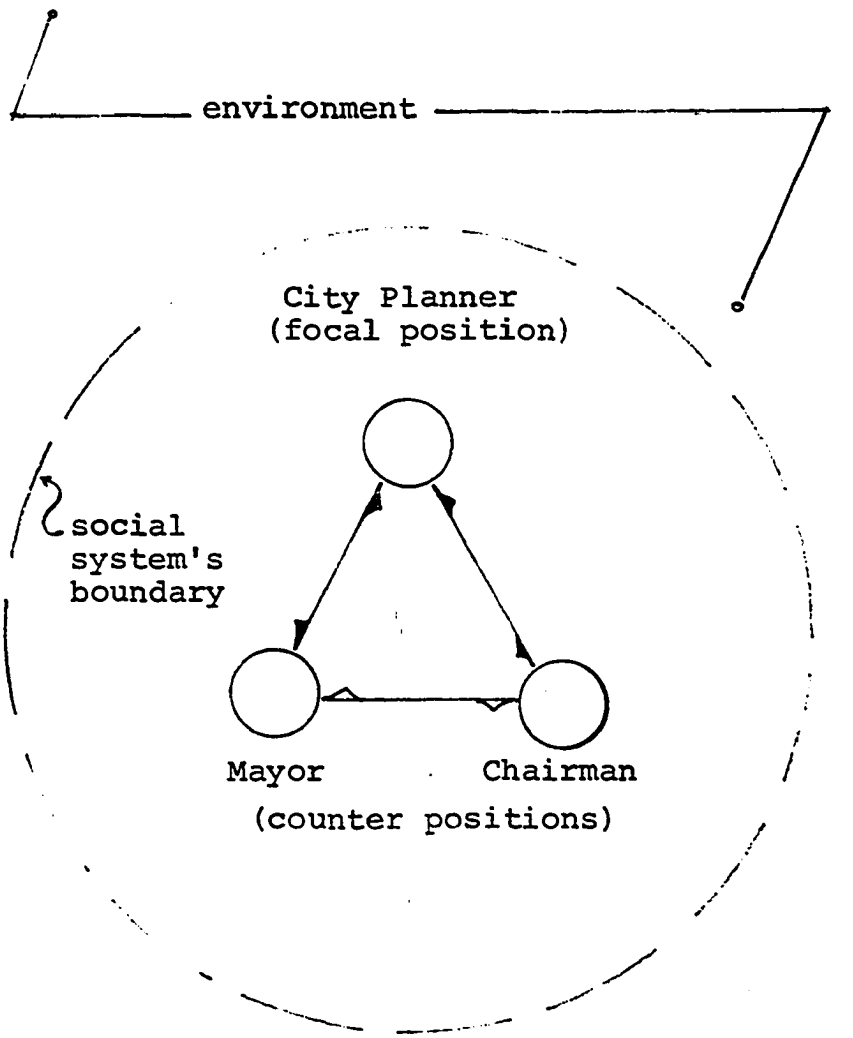


Figure 4. The special social system of the city planner

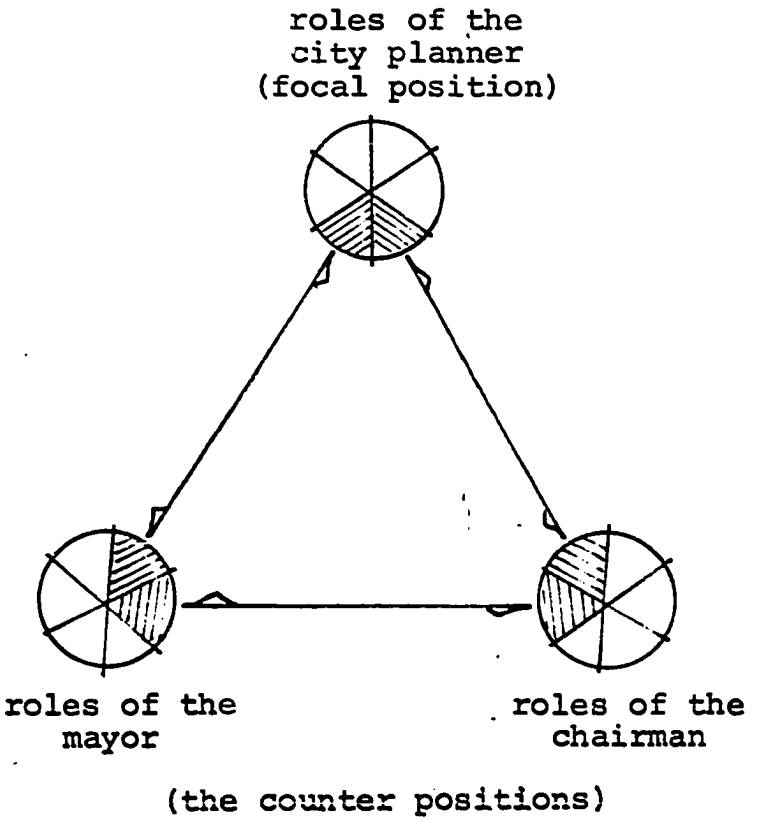


Figure 5. Roles of the position incumbents

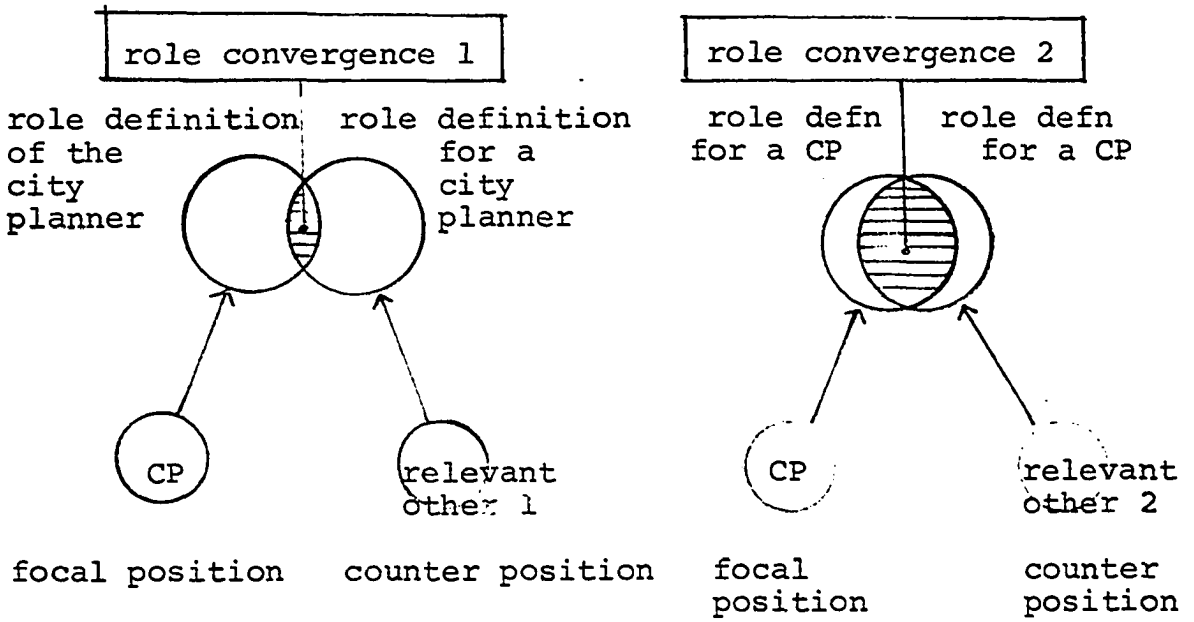
Role convergence is illustrated in Figure 6: Role convergence between position incumbents. The position incumbents are indicated by the smaller circles. The role definitions by these particular incumbents are indicated by the large circles. Role convergence is indicated by the shaded overlap which occurs between the role definition.

Figure 6a illustrates a low degree of role convergence, indicated by the smaller shaded area. Figure 6b illustrates a higher degree of role convergence, indicated by the larger shaded area.

Figures 6a and b indicate the role convergence for a given role definition of the city planner, as it is perceived between the focal position and either counter position.

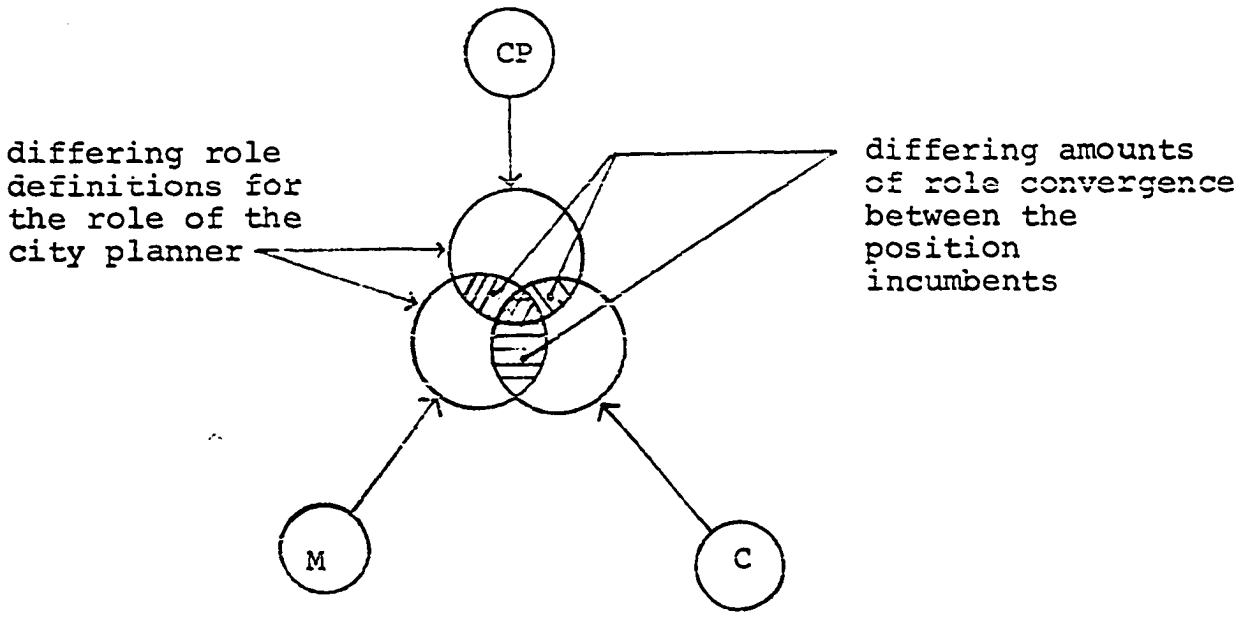
Figure 6c illustrates the amount of role convergence for a given role definition of the city planners, as it is perceived by all three positions.

The two kinds of role definitions are illustrated in Figure 7 and Figure 8. The solid circle denotes the actual role definitions of roles of the city planner; the broken circle denotes the ideal role definitions of the city planner. The hatched overlap of circles indicate the differing amounts of role convergence which may occur within differing positions between the actual and ideal role definitions by those role definers. The smaller circles denote the three position incumbents.



a) Low degree of role convergence

b) High degree of role convergence



c) Role convergence for all three position incumbents

Figure 6. Role convergence between position incumbents of the special social system of the city planner

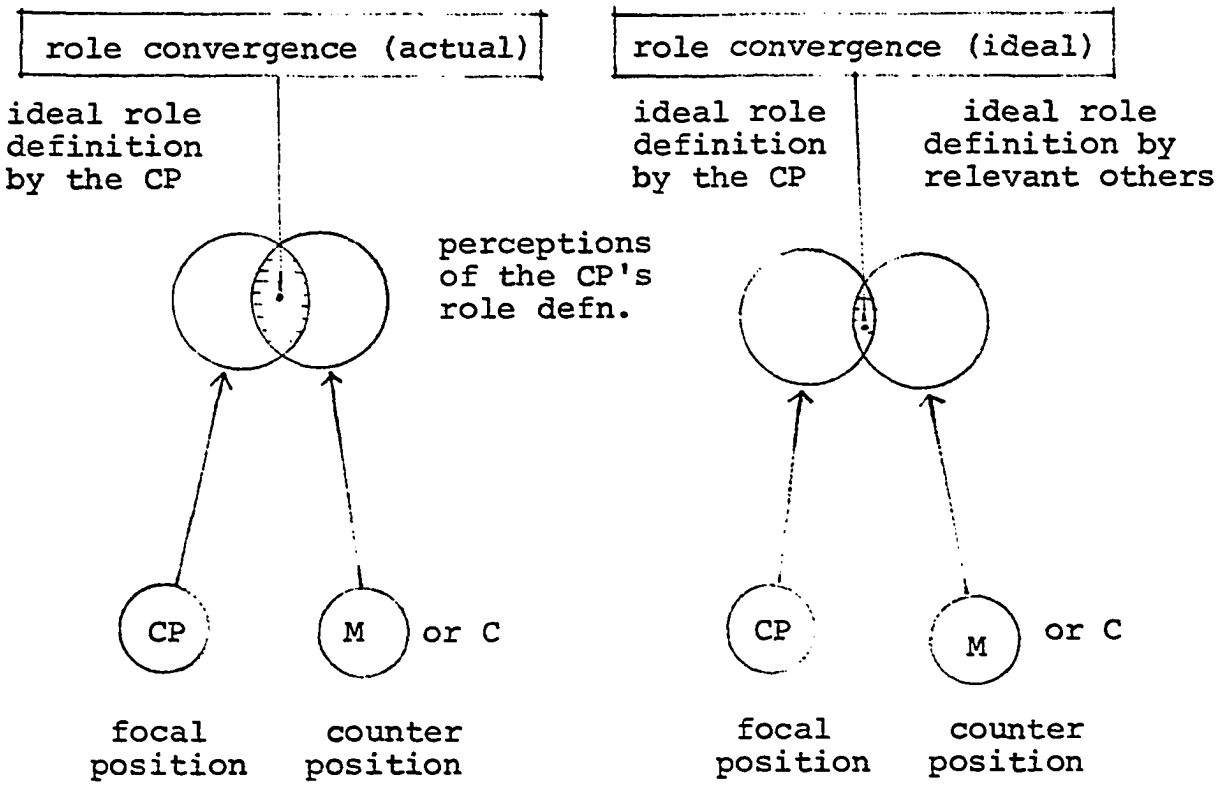


Figure 7. Role convergence between the actual role definitions and the ideal role definitions by position incumbents

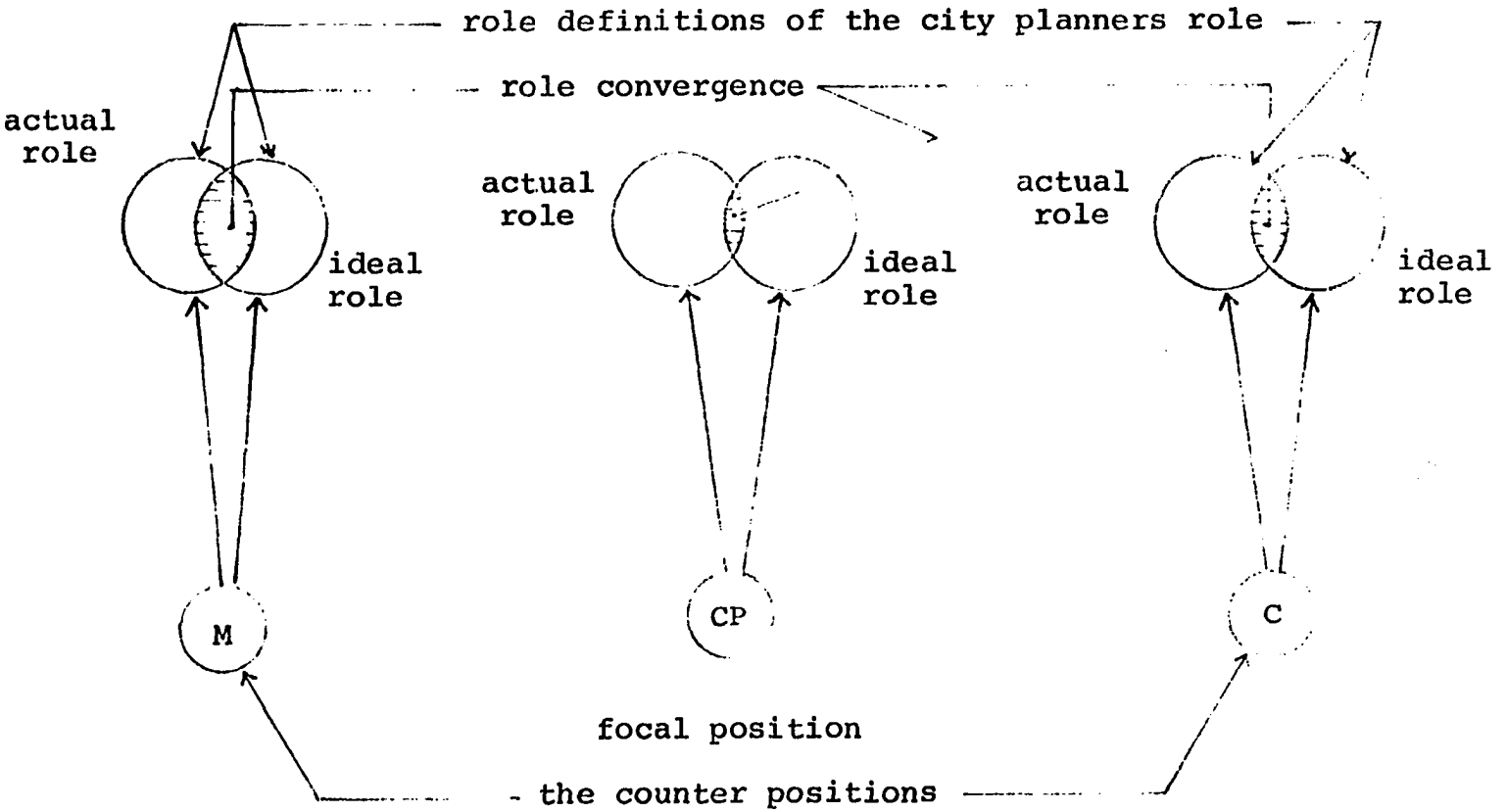


Figure 8. Role convergence between the two kinds of role definitions

Figure 7 illustrates role convergence between different position incumbents i.e., city planner and mayor, or city planner and chairman for 1) the actual role definition and 2) for the ideal role definition. The degree of role convergence (i.e., the shaded area) may be expected to vary with social systems.

Figure 8 illustrates role convergence between the actual definition and the ideal definition for the three position incumbents of a social system. The degree of role convergence may be expected to vary with social systems.

The purpose of the foregoing section has been to express the abstract concepts and subconcepts of role in terms of real world referents and social objects. The purpose of the following chapter will be to construct an instrument whereby measurements can be made on these subconcepts.

CHAPTER V. METHODS AND PROCEDURES

Introduction

This chapter introduces the empirical components of the research. The chapter is organized under the following sections: 1. the interviewing situation; 2. the operational measures of concepts, which is a continuation from the previous chapter; 3. the statistical analysis employed to analyze the data; 4. the list of items.

Empirical measures of the variables were obtained from a field study. The field study was conducted by the author under the supervision of Dr. George M. Beal. There are three dimensions to the field study; i.e., cities, types and responses.

The respondents were obtained from a population of cities in the State of Iowa having a full time Director of City Planning. Cities in the empirical designation for the social condition referred to in the Loomis PAS model as "territoriality". It is the environment or mileau of the social system which is being studied.

There were 13 cities in the sample area which had a full time director of city planning position. Two of these cities were deleted. One was deleted because the city planner position was vacant. The other city was deleted due to its size; this city was much larger than the others. It was judged that dealing with a relatively homogenous size of city would be more feasible for a pilot study.

The size of the cities is illustrated; they range from over 30,000 to slightly over 100,000 persons. The largest city which was deleted has a population in excess of 200,000 persons.

The cities in which the interviews were conducted can be considered as an almost 'complete enumeration' in Iowa rather than as a random selection. It is possible that the cities chosen could be a sample of a very much larger population of cities but that is not claimed in this study.

The Interviews

The interviewing situation focuses on types of responses. The respondents are empirically referred to as types.

Types of respondents

'Types' is the empirical designation for the 'role definers' who are members of the special social system of the city planner. The number of types is a social condition in the Loomis PAS model of the social system, where it is referred to as the 'size' of the social system. The three types of respondents are city planners, mayors and chairmen of city planning commissions.

The total number of city planners interviewed was eleven. The number of acting planners included in this figure is two. The number of persons on the office planning staffs ranged from two (a city planner and secretary) to as many as six persons. Five of these cities have an assistant city planner.

The total number of mayors interviewed was twelve. Of these five mayors are 'strong mayor' types, elected as mayor by public plebecite; six of the mayors are 'weak mayor' types, chosen from among council members by the members. The actual number of mayors used in the analysis is eleven.

The total number of chairmen interviewed was twelve and the actual number used in the analyses is eleven. Since much of the analysis involves comparison between types, the number eleven (n=11) is used for the analysis rather than twelve.

Two additional respondents were also interviewed in each city. These types are the city manager and the city engineer. There were six cities with a city manager and five cities with a city engineer only (no director of public work). Seven cities have both a city engineer and a director of public works. The purpose of these interviews was to obtain additional comparative data, regarding perceptions of the functions and tasks, and roles of city planners. It was believed that these two additional positions would probably be the next most relevant to the city planners position, within the formal bureaucracy of the city government. However their inclusion in the basic analysis would have reduced the number to five or six for intra city comparisons, if either or both types were included. Some of these data will be used in future analysis.

Collection of data

Respondents were usually first approached in their own offices with the interview following very shortly thereafter. Call backs were mainly due to particular respondents being out of town at the time the city was first visited. No particular difficulties were encountered by the interviewer in setting up or conducting the interviews. All of the interviews were successfully completed.

In three instances other persons were present during the interview. When this was the case, they were requested to withhold all comments until after the interview was completed.

Operational Measures

Introduction

This section deals with the measures used in the field study. Operational measures are developed for each concept. Operationalization establishes relationships which exist between an abstract 'concept' and its real world counterparts. Operationalization isolates a real world counterpart of the concept for observation.

The variables considered in this study are role, role convergence, and role definition. The measurement of role convergence depends on role definition, which in turn depends on role. They are discussed under the headings of items, task areas, response, scale and scores, and agreement.

Items

The 'roles' of the city planner are operationalized as 'item statements'. The items are constructed to represent possible activities tasks or functions in which city planners might engage. Some items may be included which some role definers may not include as a role that should be played by city planners. There were 119 items used in the field study. They are divided into six functional task areas, referred to as series. The purpose of the large number of items was to have a wide cross section of the many potential roles of city planners. The items as used in the field survey appear at the end of this chapter. The sources of material used is included where applicable.

The items were developed by the author in conjunction with staff members from City Planning and the Sociology Departments at Iowa State University. The content of the items was compiled from various writings, books, journal articles and personal experience.

Three publications were heavily drawn on in the compilation of the items. The City Planning Process by Alvin Altshuler (38) was valuable source of situations which arise in local planning. The author is a political science major, and the book was based on his Ph.D. dissertation.

The abstract and papers of Robert Rath (10) and papers by Professor Roy Buck and Rath (8) of Pennsylvania State University were extensively used for both form and content. The

abstract was used in liew of the dissertation which did not become available until after the field survey had been completed. The topic of Rath's dissertation (10) is concerned with city planners, as they are seen by a sociologist.

The Journal of the American Institute of Planners (39) anniversary issue in particular was an invaluable source of items. It was devoted to "the planning profession retrospect to prospect" (39, p. 290-352). Its concern is planning in the past, present, and future, with articles by recognized planning critics and academicians. Writers such as Frieden (2), Loeks (1), and Harris (3), document possible roles of the city planner.

Local assistance in the preparation of the contents of items was received from Professor William Malone in City Planning, staff member at Iowa State University, Ames, Iowa. Malone actively practiced as a city planner in both large and smaller cities from 1949 through to 1965 when he became a staff member at Iowa State University. His job description of the city planner for Kettering, Ohio (40) are a basis for the original list of items.

Critical assistance was provided by William McLaughlin, Director of Planning for the Iowa State Development Commission, who reviewed the items in the formative stage. Modifications and additions to the items were made on this basis.

Last but not least was the formal experience of the writer who engaged in planning for several years with a consultant

firm doing planning and development work in an adjacent region.

Delineation of task areas

Task areas refer to the functional areas which local planning units may perform. They consist of specific tasks or responsibilities. Malone (40, pp. 1-3) divides the tasks of the city planner into four functional areas; i.e., general planning, administrative, technical and zoning and subdivision. In this study two areas which the author felt were not covered have been added. These are series 700 public relations and personal considerations, and series 300 social considerations. The task areas are labelled series 200 to 700. The items are numbered by series beginning with 201 through to item 711.

They are as follows:

Series	Task Area	No. of items
200	General Planning	56
300	Social	14
400	Technical	17
500	Zoning	13
600	Administration	8
700	Public Relations	11

The total number of items is 119.

The six task areas will be briefly discussed. The actual items used may be found at the end of this section.

200 series: General planning This series of 56 items includes those tasks pertaining to general planning activities such as interaction by the city planner with his superiors and peers in local civic government. It includes making routine

reports, giving advice, and seeking outside information on planning. It also involves liason outside city hall with various publics and other government bodies. It singles out certain groups such as those judged to be 'significant decision makers' of the community.

300 series: Social This series of 14 items includes possible task items which pertain to social considerations. This task area would appear to be a contentious role of the city planner if indeed it is their role, it is one which planners have been slow to embrace. This possible role area for the city planner has been documented by numerous journal articles appearing in the Journal of the American Institute of Planners as being increasingly more important to the city planner. One issue (39) is more or less based on the changing role of the city planner and his new role in society, which includes some 300 series tasks (2, pp. 311-323).

400 series: Technical This series consist of 17 items pertaining to technical roles tasks functions. These roles include such items as preparing the master plan, the time phases of planning (current planning, advance planning) and overlap with other technical areas and disciplines. It has considerable overlap with all of the other series. This task area and the one following are the stereotypes of city planner roles.

500 series: Zoning This series of 13 items pertains to possible zoning responsibilities. Included in the series are the processing of zoning changes, subdivision plat review, density considerations, and what is considered to be desirable future land use. It may be noted that the task of zoning may be conducted by an independent zoning commission, of which the city planner is usually a member. Zoning is frequently seen as a synonym for planning.

600 series: Administration This series of 8 items pertains to the administrative duties of the city planner. These items can be considered as internal to the operation of the local planning unit, the planning office and its staff. It included office management, staff placement, and salaries. It also includes correspondence, maintaining records of proceedings, agenda, budgets, and handling of federal grants and aid programs.

700 series: Public relations and personal considerations This series of 11 items pertains to both the public relations tasks and to personal considerations of the planner. Some of the tasks are to provide information to the public such as the interpretation of zoning, of various planning proposals, and current projects. This is treated as administrative by many writers. This series also deals with relations between the city planner and his colleague set.

This series was separated out of the four functional areas of planning following discussions held with Malone and

McLaughlin. Public relations was considered to be an important area in the role of the city planner which is frequently overlooked in both the educational system and in the field of practice.

Relative importance of task areas

No attempt has been made to assign relative importance to any of these series areas or items within the series. Furthermore each series is treated independent of the others.

In addition to these six series seven additional questions are included in the survey instrument; these questions are referred to as the 100 series.

100 series The 100 series consists of seven questions that deal with the 'overall' perspective of the role of the city planner. Only the A-response framework applies to this series.

Question 120 asks the respondents in a very general overall manner how satisfied they are with the manner in which the incumbent planner performs his roles, tasks and functions. Questions 121-125 ask the respondents in a very general overall manner whether they agree with each other on the roles, tasks and functions of a city planner, and to what extent. Question 126 deals with role performance. Its purpose is to determine the city planners self perception of his role.

The purpose of these series is to determine if there are patterns of agreement on role definitions according to

functional task areas. Patterns may emerge for items, for series, or for types only. The designation of the series areas are somewhat arbitrary, as there tends to be considerable overlap between and among series areas.

Knowledge-belief, and sentiment regarding the city planners' role are operationalized by means of a measuring instrument applied to the items. Before describing the measurement method the response frameworks will be discussed.

Response

'Response' is an empirical designation for social situation as it applies to city planning locally. It differentiates social situation into the present situation and a possible future or idealized situation. The two response frameworks used in the field study are called the actual response (A) and the ideal response (B). The actual response (A) refers to the real world or existing situation; it asks respondents what is the relative importance of certain roles in the existing local planning situation. It is the way respondents perceive the existing planning situation as it presently exists.

The ideal response (B) refers to an ideal situation; it asks respondents what should be the relative importance of certain roles of a city planner. The ideal situation is used in the sense of a possible or future situation "what do you believe the situation should be".

The two response frameworks are operationalized by lead-in statements which ask the respondents..."what do you believe the existing situation is," for the A framework, and..."what or how do you feel the role of the city planner should be." in the B framework.

The two response frameworks - actual and ideal - were treated independently in the interviewing situation. The 119 items are first evaluated using the A response, and then using the B response.

The response framework is built into a lead-in statement which precedes each item. There are four lead-in statements; these are A and B for city planner, and A and B for his relevant others. They are as follows:

1) The lead in statement for city planners in the A framework is:

> "In terms of playing your role as the city planner in this city, i.e. the way things are now in this city, how important do you think it is for you to ...(to perform such and such a role)?"

The conceptual units of this lead-in statement are underlined as follows:

Planner's perception, of importance of task, this city, is.

2) The lead-in statement for city planners in the B framework is:

> "How important do you believe it should be for planners in this city...
> ...(to perform such and such a role)?"

The conceptual units are underlined as follows:

The planners perception, of importance of task, in this city, should be

3) The lead-in statement for relevant others in the A framework is:

> "In terms of the way the present planner in this city plays his role, how important do you think he believes it is for him...
> ...(to perform such and such a role)?"

The conceptual units are underlined as follows:

Other's perception of the planners perception of importance of task based on the way the planner plays his role at the present time.

An important distinction must be made for the relevant others A response. The A framework asks a relevant other to evaluate his perception of the planners perception of the actual local situation. This projected situation has one additional conceptual unit. These units are: 1) what do you think... 2) the city planner believes... 3) the relevant importance is... 4) for him to perform... 5) such a role task or function.

4) The lead-in statement for relevant others in the B framework is:

> "How important do you think it should be that a city planner in this city...
> ...(perform such and such a role)?"

The conceptual units are underlined as follows:

Other's perception importance of task should be to a city planner

The replies which follow these lead-in statements involve an evaluation process by the respondent. The measurement device will now be discussed.

Scale

A 'scale' is a means of empirical quantification. It measures the responses which in this study are expressed in terms of importance of the items. It operationalizes the dimensions of differing role definitions of the city planner. The scale used for items 201 to 711 is a 'scale of relative importance'. This scale is a seven point assumed equal interval continuum which ranges from 'one of the most important' roles of a city planner, to 'not important' or not the role of the city planner. The points on the scale are as follows:

1. one of the most important roles of city planners.
2. a very important role of city planners.
3. an important role of city planners.
4. a role of average importance to the city planner.
5. a role of less than average importance.
6. a role of minor importance.
7. a role of no importance, or not his role.

All respondents were instructed in the proper use of the scale before using it. They were told that:

1) The interview is not a test. Rather its purpose is to determine (their) opinions and perceptions about the city planner's role.

2) There are no right or wrong answers to these items; "...only your honest opinion is sought".

3) Not all replys can be 'one of the most important' roles of a city planner. Otherwise there could be no average (importance). Therefore the first number should be used sparingly.

4) Some of the items may not be perceived to be the role of a city planner. Where an individual respondent perceives this to be true he should use response number seven.

Scale of measurement for the 100 series

The purpose of the 100 series is to summarize the perceptions of respondents, at a general overall level. The 100 series follow after the 119 items B responses. The respondent is by this time well acquainted with what is meant by "roles of the city planner", and was then in a position to evaluate these items. The scales used on questions 120 to 126 are all based on similar four point assumed equal interval scales. The three such scales used are as follows:

Question 120 asks for an evaluation of satisfaction with the incumbent city planner. The observations are based on the following four point scale.

1. very satisfied
2. satisfied
3. dissatisfied
4. very dissatisfied

Questions 121-125 ask how closely respondents believe they agree with the specified other types (in their city) on the relative importance of the role tasks and functions of the city planner. The observations are based on the following four point scale.

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

Question 124 on city managers is deleted since there were not enough replys to make a comparison.

Question 126 is only asked of city planners. It asks them how successful they believe they are in carrying out the role of city planner in their city. The observations are based on the following four point scale.

1. very successful
2. successful
3. less than successful
4. very little success

The observations using these scale values are referred to as the scores. Score is now discussed.

Scores

The 'scale' values as just discussed, are operationally termed 'scores'; scores are the most empirical measure of the importance of items used to measure role definition. The scores appear as cell contents for items according to type and response. They appear in the findings which follow. Scores are based on knowledge-beliefs and sentiments of a role of the city planner.

The differences which occur between the scores between types for a given city can be interpreted as disagreement. These differences are cumulative across cities and across items and series. Disagreement is now discussed under its corollary

agreement.

Agreement

'Agreement' is the empirical delineation of the theoretical concept role convergence. Agreement is empirically defined in this study as the state which exists when there is 'no significant difference' between types regarding the relative importance of a role definitions of the city planner between types. The same thing can be said of disagreement.

There are seven degrees of disagreement used in the scale of relative importance for most of the items in the schedule. The degree of agreement or disagreement can be measured in terms of the absolute magnitudes which exists between types for a given item. This will be called discrepancy, and is measured in terms of discrepancy units. A measure of agreement is also used in questions 121 to 125 based on a four point assumed equal interval scale. The units of measurement are:

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

List of Items

The items used in the field survey are presented here. The item numbers are followed by the item abbreviations (underlined) which appear in the various tables. This is followed by the exact wording of the items as they were used in the field survey.

The 119 items are divided into six series; some of these series have in turn been further divided into 'subsets', with either a common lead-in, such as items 217 to 228, or of a common subject matter, for example items 209-212 'public schools'.

The series, the number of items in the series (n), and their subsets if any with number of items in parentheses are as follows:

Series	n	Title	Subsets
200	(56)	General Planning 201-256	209-212 (4), 217-228(12), 229-234 (6)
300	(14)	Social Considerations 301-314	303-307 (5)
400	(17)	Technical 401-417	404-406 (4), 410-414 (5)
500	(13)	Zoning 501-513	508-511 (4)

600 (8) Administration
601-608

700 (11) Public Relations & Personal Conduct
701-711

The items for series 200 to 700 are as follows.

Series 200: General planning: (n=56)

201 'coordinate officials':
...to coordinate the efforts of elected and appointed city officials in order to accomplish civic policy objectives, where it involves planning.

202 'local catalyst':
...to function as a local catalyst in bringing together the representatives of public and private agencies in order to develop specialized government programs.

203 'consult SDMs':
...to consult with 'significant decision makers' such as the large builders, developers, industrialists, and bankers about the planning goals and horizons for the city where horizon means the estimated year the goal should be implemented.

204 'SDM participation':
...to encourage participation in the planning process by the 'significant decision makers' in this city e.g., such as the large builders, land developers, industrialists, and bankers.

205 'coordination SDM's & officials':
...to attempt to coordinate the planning activities of this cities 'significant decision makers' with those of the elected city officials.

206 'private proposals':
...to integrate into the community plan the development proposals of private industry, financiers, and tract developers.

207 'forces of change':
...to direct the major forces of change towards the agreed upon planning goals of this city i.e., where some of the more obvious forces which he could effectively direct are proposed large developments, either on a large scale, or of a high intensity of use; e.g., large tract developments, big new industry of expansion, regional shopping center, chain supermarket, or big motel.

208 'liason': (40)
...to coordinate the overall community plan with the adjacent county or contiguous city by liason with their officials.

209 'school board meetings':
...to attend school board meetings whenever new school site selection is to be discussed.

210 'joint studies':
...to make joint studies with the school board for all proposed public school sites regarding location and size.

211 'jointly responsible':
...to be jointly responsible - with the school board - for the selection of all new public school sites.

212 'parochial schools':
...to be consulted in the selection of all parochial school sites in the community, regarding location and size.

213 'hospitals':
...to be consulted in the selection of all hospital sites in the community regarding location and size.

214 'civil defense':
...to assist the local civil defense director in locating civil defense shelter spaces in existing and proposed buildings in this city.

215 'select planning chairman':
...to select the chairman for the city planning commission.

216 'select planning commissioners':
...to select members for the city planning commission.

to provide regular and frequent counseling to the following city officials: (subset items 217-228)

217 'counsel mayors':

218 'counsel chairman of the planning commission':

219 'counsel city manager':

220 'counsel director of public works (or city engineer)':

221 'counsel city council members':

222 'counsel city planning commission members':

223 'counsel zoning commission chairman':

224 'counsel school board chairman':

225 'counsel parks board chairman':

226 'counsel building inspection branch head':

227 'counsel fire chief':

228 'counsel police chief':

to influence the following officials where it concern planning: (subset items 229-234)

229 'influence mayors':

230 'influence chairman of planning commission':

231 'influence city manager':

232 'influence city council members':

233 'influence school board chairman':

234 'influence hospital board chairman':

235 'influence policy makers':
...to influence policy makers.

236 'influence local government':
...to influence action to be taken by city government on matters relating to planning.

237 'make policy':
...to make policy decisions on planning matters.

238 'establish policy objectives':
...to help establish this cities policy objectives with regard to planning.

239 'alternatives':
...to provide council with alternatives to policy on planning matters.

240 'evoke statements':
...to evoke goal statements from elected city officials i.e., to get firm promises from them concerning their future efforts regarding planning matters.

241 'planning by response':
...to plan 'by response'; i.e., where the response is for the planner to wait for proposals and suggestions to come in from the public. His response is to 'monitor, guide, and coordinate these proposals through the planning process.

242 'planning by design (intent)':
...to plan 'by design'; i.e., where the design approach is for the planner to be aggressive and take the initiative. He leads city officials and other persons such as the significant decision makers through the planning process by deliberate intent.

243 'ugly features': (41)
...to point out the ugly features of the city.

244 'community values': (42)
...to ascertain community values on planning matters.

245 'develop goals':
...to identify development goals regarding planning matters.

246 'goal maker':
...to be a 'goal maker'; i.e., by helping define civic planning goals and objectives.

247 'central business district':
...to save the central business district from stagnation through the application of planning techniques.

248 'disaster':
...to direct planning for the reconstruction of the city following natural disasters such as major fires, floods, and tornadoes.

249 'potential errors':
...to make city council aware of potential errors in planning or planning policy.

250 'costly mistakes':
...to prevent costly mistakes from being made by the city.

251 'advocate redevelopment':
...to advocate proposals for redevelopment.

252 'new planning issues':
...to raise new planning issues and programs locally, i.e., as they may come out of Washington.

253 'solicit funds':
...to solicit funds and aid programs from state and federal agencies.

254 'dislikes of officials':
...to adjust planning programs to the hopes and fears, likes and dislikes of elected city officials.

255 'intellectual leadership':
...to provide 'intellectual leadership' in planning for the political power structure through...his focus upon future conditions, his orientation to the whole city, and his realistic idealism.

256 'harmonizer':
...to be a harmonizer; i.e., by trying to mediate, adjust, and pull together the different points of view into sufficient harmony, so that planning action can take place.

Series 300: Social considerations: (n=14)

301 'social disorganization':
...to provide, through planning, one means of defense against social disorganization of urban institutions and processes where the institutions and processes concerned are...family, school, church, community, government, business, industry, and transportation.

302 'social policy objectives':
...to try to answer questions about what the proper objectives of this cities social policies should be.

to try to help solve social problems when they relate to the following five specific instances: (subset items 303-307)

303 'overcrowding':

304 'dilapidation':

305 'public housing' for low income resident families:

306 'housing for migrant workers':

307 'migration of nonwhites into all white neighborhoods':

308 'public housing':
...to promote public housing.

309 'socio-economic classes': (43)
...to provide sufficient zoned land to accommodate all socio-economic classes resident in the city.

310 'good life': (44)
...to provide leadership for achieving, through planning, 'the good life' for those who live and work in the city.

311 'enrichment':
...to provide the necessary direction towards achieving a happy, more satisfying and life enriching future.

312 'increase the density':
...to try to increase the density of new residential sub-divisions e.g., by encouraging multi occupancy use for some lots.

313 'existing density':
...to try to maintain existing density in older residential neighborhoods where the housing is 25 years old or more, and multiple occupancy is beginning to occur.

314 'higher land use':
...to protect occupants of higher land uses from lower land use occupancies, e.g., by trying to prevent lower uses from moving into the higher use neighborhoods.

Series 400: Technical: (n=17)

401 'develop master plan':
...to develop the master plan in his own office, rather than having it developed by an outside consultant.

402 'extend master plan':
...to develop extensions to the master plan.

403 'advanced planning': (45)
...to engage in advance planning, projecting urban needs for the next 5 to 26 years.

404 'intermediate planning':
...to engage in intermediate planning, projecting urban needs for the next 1 to 5 years.

405 'panic issues':
...to engage in 'panic issue' planning, where an issue involving planning has come into critical focus because the need had been ignored.

406 'past planning':
...to review past planning issues which should have been treated differently; i.e., post mortems.

407 'interrelatedness':
...to point out the interrelatedness of the more specialized aspects of advance planning e.g., the transportation and utility needs for future land uses and possible changes in use.

408 'other disciplines':
...to perform the tasks of other disciplines wherever they overlap with planning e.g., engineering, urban design, landscape architecture, architecture, accounting, law.

409 'engineering overlap':
...to perform engineering tasks which overlap with planning.

410 'thorofares':
...thorofares, i.e., size location, and alignment.

411 'disposal':
...disposal of solid and liquid wastes e.g., refuse, autos, sewage.

412 'intersections':
...intersections and interchanges i.e., location and design.

413 'drainage':
...drainage i.e., surfaces, ditches, creeks, storm sewers.

414 'parking':
...automobile parking; location and size.

415 'urban design': (46)
...to engage in urban design, i.e., by preparing proposals for such urban spaces as...civic squares, special street effects, semi-enclosed spaces around buildings, small parks, and open areas...and where design means preparing drawings, using aesthetic and utilitarian criteria and judgements.

416 'economic judgement':
...to raise the question of the economic soundness of certain private proposals based on his knowledge of planning, i.e., for the city planner to make economic judgements and censures.

417 'write zoning ordiances':
...to actually frame and write zoning ordinances and subdivision regulations for the city, - rather than having this task performed by a lawyer.

Series 500: Zoning: (n=13)

501 'scrutinize zoning changes':
...to scrutinize all requests for change of zoning.

502 'defend zoning':
...to defend new zoning proposals by the city at hearings.

503 'all zoning tasks':
...to actively engage in all of the zoning tasks, rather than separating them from the planning office.

504 'half time in zoning': (47)
...to spend at least half of his total time on matters which pertain to zoning.

505 'desirable land use':
...to decide on the most desirable use for urban land and properties.

506 'industrial': (48)
...to not only determine which land is 'prime industrial', but also to allocate that land to future use by industry by having it zoned 'industrial'.

507 'allocate use':
...to allocate by zoning, all urban lands to their most desirable use as perceived by the city planner.

to develop a community plan which tries to satisfy demands for the following kinds of zoning: (subset items 508-511).

508 'acreage lots':
...acreage lots of from 1/2 to 5 acres.

509 'cluster lots':
...cluster building lots and neighborhoods i.e., Planned Unit Development.

510 'town house lots':
...town house lots, i.e., row housing.

511 'apartment lots':
...highrise high density apartment lots.

512 'stand on commercial':
...to take a very strong stand against certain locations for commercial use because of existing or anticipated characteristics of the site i.e., for him to advise strongly against.

513 'stand on residential':
...to take a very strong stand against certain locations for residential use because of existing or anticipated characteristics of the site i.e., for him to advise strongly against.

Series 600: Administration: (n=8)

601 'attend council':
...to attend nearly all city council meetings.

602 'train city employees':
...to train city personnel such as building permit and inspection department employees to understand the purposes, aims and procedures of planning as they apply to their particular roles.

603 'educate CC and CPC':
...to educate new council members and new planning commissioners to understand the purposes, aims and procedures of planning.

604 'direct CPC':
...to direct activities of the city planning commission.

605 'provide data':
...to provide the city planning commission with data and recommendations to present to the city council.

606 'capital improvement':
...to prepare an annual capital improvement program.

607 'budget':
...to prepare the annual city planning budget.

608 'interpret zoning':
...to interpret to inquirees the zoning ordinances as they apply to particular properties within the city.

Series 700: Public relations and personal conduct: (n=11)

to have membership in the two following planning organizations; (subset items 701-02)

701 A.I.P., i.e. American Institute of Planners.

702 A.S.P.O., i.e. American Society of Planning Officials.

to attend the national conventions held by the two following planning organizations: (subset items 703-706).

703 A.I.P., i.e. American Institute of Planners.

704 A.S.P.C., i.e. American Society of Planning Officials.

705 to attend state and regional planning conferences

706 to attend refresher courses at least every two years.

707 'his (planners) very own ideas':
...to let the city planning commission present the planners very (your) own ideas to the city council.

708 'real estate': (49)
...to refrain from personally engaging in local real estate such as buying, selling, renting, and investing in land or buildings.

709 'public information programs':
...to carry out or contribute to public information programs such as press releases, newsletters, addresses to clubs and organizations.

710 'brochures':
...to make brochures and pamphlets available to the public, on city planning topics.

711 'volunteer organizations':
...to assist volunteer organizations on planning matters such as site selection for a city hall, court house, or perhaps a church.

Final Questions

The questions for series 100 consist of six questions, from 120 to 126. The wording varies slightly for city planners, mayors and chairmen. These questions are as follows.

Final questions for city planner

120. How satisfied are you with your job as city planner in this city?

1. very satisfied
2. satisfied
3. dissatisfied
4. very dissatisfied

121. (not applicable to city planner)

122. How closely do you feel you and the mayor agree on the relative importance of the various roles, tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

123. How closely do you feel you and the chairman of the CPC agree on the relative importance of the various roles tasks functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

124 How closely do you feel you and the City Manager agree on the relative importance of your various roles, tasks and functions as City planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

125. How closely do you feel you and the City Engineer agree on the relative importance of your various roles, tasks and functions as city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

126. How successful do you believe you are in carrying out the role of city planner here in this city?

1. very successful
2. successful
3. less than successful
4. very little success

Final questions for the mayor

120. How satisfied are you with the way the city planner performs his role?

1. very satisfied
2. satisfied
3. dissatisfied
4. highly dissatisfied

121. How closely do you feel you and the City planner agree on the relative importance of the various roles, tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

122. None

123. How closely do you feel you and the chairman of the city planning commission agree on the relative importance of the various roles, tasks, functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

124. How closely do you feel you and the City Manager agree on the relative importance of the various roles tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

125. How closely do you feel you and the City Engineer agree on the relative importance of the various roles tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

126. Not applicable to mayors.

Final questions for the chairman

120. How satisfied are you with the way the city planner performs his role?

1. very satisfied
2. satisfied
3. dissatisfied
4. highly dissatisfied

121. How closely do you feel you and the city planner agree on the relative importance of the various roles tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

122. How closely do you feel you and the Mayor agree on the relative importance of the various roles tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

123. None

124. How closely do you feel you and the City Manager agree on the relative importance of the various roles tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

125. How closely do you feel you and the City Engineer agree on the relative importance of the various roles tasks and functions of the city planner?

1. complete agreement
2. a high degree of agreement
3. some agreement
4. a low level of agreement

126. Not applicable to chairmen.

Statistical Analysis

Introduction

To analyze the scores obtained on the various scales discussed in the previous section, three classification variables are used. It is assumed that the score obtained for a given item is influenced by the location of the respondent, i.e., city, the type of respondent, the responses framework A and B, and a random element (error term). Considering that the differences in cities and that all the respondents of a given

city could be influenced by the characteristics associated with this location variable, cities are considered as blocks in the analysis. In the study design, the classification variables of type of respondent and response framework would be considered factor 1 and factor 2, respectively.

Since attention is focused on the differences between the city planner and his relevant others, one of the prime concerns is between types (factor 1) i.e., city planners, mayors and chairmen of the city planning commissions. Also, a prime concern is the differences between response frameworks (factor 2) i.e., A and B. Another prime concern is the differences between types within each of the response frameworks. In this analysis, cities are only of secondary interests.

There was a complete enumeration of respondents within the cities which is also a complete enumeration of cities meeting specified criteria within the area selected. It could be assumed that these respondents and cities represent a larger population with unspecified parameters. Also, an objective test is desired to determine if the differences in scores reflect more than just chance deviation. Therefore, statistical tests will be employed in a portion of the analysis for testing and inference purposes.

Three different methods of analysis have been applied to the data; i.e., frequency distribution, discrepancy analysis, and selected statistical comparisons. Of these only the latter

employs a high level of statistical sophistication. The other two are lower orders of analysis. However, they serve to provide additional insights and thereby keeping the situation in proper focus. These methods of analysis are now discussed.

Frequency distribution

The frequency distribution of the scores is the first method of analysis used in this study. The frequency for any scale value is the number of replies with that value. The frequencies are scores of relative importance ranked and recorded within cells under the appropriate seven points of the scale of importance, according to types, and responses and item. There are two sets of frequencies for the two responses A and B for each type in each of the 119 items.

In reporting the frequency distribution, the mean score for each type and each response is placed in the margin, together with the differences of mean scores between types and within types. When the B response is compared with the A response, a decrease in means within types is indicated by the minus symbol (-) thus.

While the frequency tables give a visual picture of the distribution of the scores and where spread or concentration occurs, they have one major shortcoming, i.e., no test for significant differences of types is provided. This deficiency however may be overcome by the use of the statistical comparisons of the means. Through its application one can at

given level of significance determine the statistically significant differences among the means for types. This analytical approach will now be discussed in the section which follows.

Selected statistical comparisons

The second analytical procedure used in this study is selected statistical comparisons. The objective of this procedure is to determine whether there are statistically significant differences in the degrees of disagreement which exist among the types of role definers.

The procedure is to complete an analysis of variance based on the overall design of the study. The results of this analysis are applied in obtaining least significant differences. The differences of means are then tested (against the critical differences) and significant differences are noted according to convention. The analysis of variance and least significant difference procedure is repeated for every item.

It should be made amply clear at the outset that this study is not interested in all facets of such an analysis. It is only interested in selected comparisons. However these comparisons and values in the test statistics are based on the overall analysis of variance model. The model chosen fits the data. It was used for determining means and error terms to be used in the t-tests (least significant difference) in order to make the selected statistical comparisons. In the overall

analysis four types, were used. Because the major concern was with the three types the selected comparisons employ only these three types.

It should also be noted that the statistical analysis used becomes complicated due to the research design. A statistical design was selected which matched the design of the study. The framework selected, for the data analysis was basically a split plot design with cities as blocks, types as factor 1, and response as factor 2. The analysis for this design partitions the variance into the following components; types, cities, and response and interaction by types and response.

The effects examined in overall analysis are as follows: types (T) is a main effect and refers to the differences between types (city planners, mayors, chairmen and city engineer), response (R) is a main effect and refers to the differences between the A and B responses for all four types: TR is an interaction effect and refers to the interaction of the four types and two responses; cities (C) is a main effect and refers to the differences between the 11 cities. The overall results of the analysis of variance are presented in the Appendix A, Table 11 and the items with significant effects for T, R, C and TR are noted with asterisks.

Out of the set of possible comparisons of means, only certain specific comparisons among means have been selected for testing. In this regard Ostle says...

> "In most experiments involving several treatments, the researcher will be interested in certain specific comparisons among the treatment means." (50, p. 261)

The selected comparisons are the mean differences between and within selected types. The former are the mean differences between city planners and mayors and city planners and chairmen, compared in both the A and B response framework. The latter are the mean differences within types where the types are city planners, mayors, and chairmen, and the difference compared is between the A and B responses.

Differences for selected types in all 119 items are considered rather than only those 45 items where there are main effects for types, or the 54 items where there are main effects for responses. Least significant difference is used on the test comparisons of specific types, i.e., city planners, mayors, and chairmen.

The procedure is to first complete the analysis of variance based on the design. The results of this analysis are then used in obtaining the least significant differences for the selected comparisons. The differences for selected mean differences are then noted if significant by this method. When a difference is significant then the conclusion is made that no agreement exists for that comparison or type. This procedure applies to both between selected types and to within type differences. Each item is independently analyzed in this manner, for both the A and the B responses. Significance is

based on the level of agreement which is now discussed.

Significance The unit of measure in this study is disagreement. The basic assumption is that unless there is significant difference there is agreement.

The level of significance may be chosen by the researcher. In this analysis the significant statistical differences used as a basis for drawing conclusions will be at the 10 percent and 5 percent levels. The .10 level is indicated in the table[1] by a single asterisk (*) and is referred to as a 'significant difference'. The .05 level is indicated by two asterisks (**) and is referred to as 'highly significant' difference'. The 1 percent level (.01) indicated by three asterisks (***) is referred to as 'extremely high significance'; it is only used in the appendix.

In the selected comparisons the significant differences were determined by the method of least significant differences. To determine this difference a tabular t value for the specified degrees of freedom is multiplied by the standard error of the difference of means. The values for the degrees of freedom and the variance term in the standard error of differences were obtained from the analysis of variance. These values varied

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[1]See Appendix A, Table 11.

depending upon the item analyzed and the specific comparison of means being made. The calculated value for difference of means necessary to be statistically significant will be called critical difference.

The selected comparisons were based on analysis of means. Disagreement within cities have not been analyzed. E.g., if a person in one of the types tended to always give high scores the mean for that type would be raised because of small sample size. Thus, the differences between types could be due to one or two persons answering consistently high and the others in the same cities answering consistently low. Therefore it would be desirable to qualify the disagreement in types by some discrepancy index.

The discrepancy approach used will now be discussed in the section which follows.

Discrepancy analysis

The third analytical procedure to be used in this study is discrepancy analysis. It is a within cities analysis. Discrepancy measures the absolute magnitude of differences between the scores of two or more types within the same city. The difference of scores is expressed in discrepancy units; these range from zero for no difference in scores, to six the greatest difference in scores.

Discrepancy can be used in several ways. Since it is cumulative it can be used to sum across cities, or within cities across items and series and overall items. It can also be used to compare A and B.

Total discrepancy within items is a useful indicator. It serves as a check on statistical significances among types. For example if the total discrepancy indicates increases from the A to B response between city planners and mayors, while there is significant difference in A but not in B, it causes one to check and calculate for error. As it frequently turns out, although the discrepancy is greater in B, it may for example be very large in one city only, while the remaining cities have relatively low discrepancies. For this reason an additional identification termed '<u>large discrepancy</u>' is placed on within city discrepancies between types.

A discrepancy of three or more discrepancy units is labelled as having a 'large discrepancy', and these larger discrepancies are tallied against total discrepancies, and against comparisons having statistical significance. In other words, total discrepancy provides an insight to general discrepancies. However, in order to determine how large the discrepancy is and where it exists it is necessary to examine discrepancy in each city.

The discrepancy tables are located in Appendix B and are listed as Table 12.

Additional insights can be gained and a more visual presentation can be made by profiles. One kind of profile tables can be constructed to table all the mean importance scores for types from which profiles can then be constructed.

This approach will now be discussed in the section which follows.

Profiles of mean importances of types

The fourth analytical procedure applied is the profile of the types. A profile for each type in each response is constructed for each series by graphically plotting the mean importance score for each consecutive item. The means for each type are then connected by a continuous line down through the items. The profiles for all three types are superimposed on the same plot; they are differentiated graphically by the kind of connecting line; the thick line denotes the planners profile, the broken line denotes the chairmen, and the dotted line denotes mayors.

There are two sets of profiles for each series, one for each response (A and B). The marginals give the numerical values of the mean importance scores for the three types. The mean of the mean importance scores ($\bar{\bar{X}}$) appears in the fourth column wherever it is non significant among types.

Visual analysis procedure is employed. Three mean scores very closely or tightly grouped together indicates agreement of role definitions; wide spread mean scores indicates disagreement.

Connecting lines which follow each other closely over a series or portion thereof indicate general agreement between types on the role definition of that series.

Where one or more such profile lines remain widely separated throughout most of the items of a series, it indicates general disagreement on role definition for that particular type (or all types).

Additional analytical procedures employed in this study are the analyses of the mean scores of relative importance. The procedures used are the ranking of mean scores and the comparing of items. The findings of these analyses are presented and discussed in the chapter which now follows.

CHAPTER VI. FINDINGS AND DISCUSSION

Introduction

This chapter presents the findings and discussion for the analyses of the data. The analyses are as follows: items analyses; total discrepancy analysis; within cities discrepancy index analysis; ranked mean scores analysis for city planners, A and B responses; ranked mean scores analysis for all types, B-response; overall differences in mean scores analysis, B-response; analyses of responses; profile analysis and mean of means analysis; series 100 analysis; (satisfaction, agreement, and success). The first analysis focuses on each separate item, one item at a time. The subsequent analyses are taken over all items in the study.

Items analyses

The items analyses are a combination of the first three analytical procedures; frequency distribution, selected statistical comparisons, and discrepancy analysis. The findings for these analyses are presented for each separate item, for both responses. The items analyses are as follows.

Item 201...to coordinate the efforts of elected and appointed city officials in order to accomplish civic policy objectives, where it involves planning.

A	1	2	3	4	5	6	7	$\bar{X}$	btn[1]	B	1	2	3	4	5	6	7	$\bar{X}$	btn[1]	wtn[2]
P			3	2	4	2		3.45				2	6	3				2.09		1.36**
M	2	5	3	1				2.27	1.18**		3	2	5	1				2.36	.27	.09
C	2	2	2	4	1			3.0	.45		3	1	6		1			2.54	.45	.46
																		2.33[3]		

A - response: (actual)

There is a fairly wide range of importance placed on this function as indicated by the scores of city planners and chairmen. The mean importance rating by the city planners was 3.45, or approximately midway between 'important' and 'average importance'.

Chairmen perceived city planners as placing greater importance of this function. Their mean score was 3.00. The difference of means was .45 which is not statistically significant at the .10 level. That is to say, statistically at the .10 level there is no significant difference between city planners and chairmen.

Mayors also perceived city planners as placing greater importance on this function. Their mean score was 2.27. The

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[1]btn = differences between planners and mayors, and between city planners and chairmen.

[2]wtn = differences within types; i.e., between responses A and B.

[3]The mean of mean importance, where there is no significant difference among types for one or other response framework.

difference of means for mayors is 1.18 which is significant at the .05 level. Statistically there is a significant difference between city planners and mayors.

When the data are analyzed on a within cities basis, it is found that there are 2 cities, 3 and 7, with a large discrepancy[1] between city planners and mayors. Between city planners and chairmen there are 3 such cities, 3[2], 8, and 10 with more than 3 discrepancy units.

B - response: (ideal)

There is a narrow range of importance placed on this function in B by city planners regarding what the relative importance should be. The mean importance rating by city planners was 2.09 slightly below 'very important'.

The mean importance score for mayors for this function was 2.36. The difference in means between city planners and mayors was .27 which is not statistically significant at the .10 level.

The mean importance score for chairmen was 2.54. This importance rating is greater than city planners and less than mayors. The difference in means between chairmen and city planners was .45 which is not statistically significant at the .10 level. Note that while this difference of means approaches

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[1] 'large discrepancy' = a discrepancy of three or more discrepancy units.

[2] 3...3...the underline indicates the reoccurrence of the same city number in each comparison.

the critical difference of .475 for this item, it does not equal or exceed the amount which determines whether or not a given difference is statistically different at the .10 level for that particular item.

The mean of mean importances for all 3 types in B was 2.33, somewhat below 'very important'.[1]

When the data are analyzed on a within cities basis, there is very little discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, city 11 with a large discrepancy in B.

Comparison of A and B responses

In changing from the A to B framework, the mean importances increased for both city planners and chairmen. The difference in means for city planners was 1.36 which is significant at the .05 level. The difference in means for chairmen was .45, which is not statistically significant at the .10 level. The mean score for mayors decreased slightly. It was -.09 which is not significant.[2]

When the data are analyzed on a within cities bases, the total discrepancy between city planners and mayors decreased

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[1]The mean of means will be reported in the text for subsequent items whenever there is no significant difference between types for one or other response frameworks.

[2]In subsequent items the statement 'is significant' or 'is not significant will mean 'significant' at the .10 level unless otherwise noted.

from 15 in the A framework to 6 discrepancy units in the B framework. The total discrepancy between city planners and chairmen remained the same in A and B with 13 discrepancy units each, but with changes of cities.

The number of cities with a large discrepancy decreased from 2 cities in A[1] to no cities in B between city planners and mayors. Between city planners and chairmen this number decreased from 3 cities in A to 1 city in B with a large discrepancy. These cities have already been listed above.[2]

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[1]In subsequent items it will be implied if not written out in full in the text that the totals compare A first with B second. They will read "from __(amount) in A to __(amount)in B".

[2]The text for each item will be reduced somewhat in subsequent items, as the items proceed.

Item 202...to function as a local catalyst in bringing together the representatives of public and private agencies in order to develop specialized government programs.

A	1	2	3	4	5	6	7	$\bar{X}$	btn	B	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		6	1	2	1	1		3.09				7	3	1				2.45		.64**
M	4	2	4	1				2.18	.91**		3	4	3		1			2.36	.09	-.18
C	1	4	3	2		1		2.90	.19		1	4	3	2			1	3.00	.55**	-.10

A - response: (actual)

There is a fairly wide range of importance placed on this function as indicated by the scores of city planners and chairmen. The mean importance rating by city planners was 3.09, which is slightly below 'important'.

Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.90. The difference of means for chairmen was .19 which is not statistically significant at the .10 level. That is to say, there is no statistical significance to the difference in means between city planners and chairmen.

Mayors perceived city planners as placing greater importance on this function. The mean score for mayors was 2.18. The difference in means was .91 which is significant at the .05 level. There is statistical evidence that significant differences exist between city planners and mayors.

When the data are analyzed on a within cities basis, 3 cities, 3, 7 and 8 contribute a large amount of the total discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 such cities, 4, 7 and 8

with a large discrepancy.

B - response: (ideal)

There is a narrow range of scores for city planners in the B - response. The mean importance rating by city planners was 2.45, which is approximately midway between 'important' and 'very important'. The mean importance score for mayors on this function was 2.36. The difference in means is .09 which is not significant at the .10 level. The chairmens mean score was 3.00, indicating less importance than either city planners or mayors. The difference in means is .55 which is significant at the .05 level.

When the data are analyzed on a within cities basis, there is 1 city, city 10 with a large discrepancy between city planner and mayor. Between city planners and chairmen there is also 1 such city, city 11.

Comparison of A and B responses

In changing from the A to B framework, the mean importance increased for city planners only. The difference in means was .64. This difference is significant at the .05 level. The difference in means for mayors decreased. It was -.18 and is not significant at the .10 level. The difference in means for chairmen also decreased. The difference in means was -.10 which is not significant at the .10 level.

When the data are analyzed on a within cities basis, it is found that the total discrepancy for all cities decreased from 20 in A to 15 discrepancy units in B between city planners and mayors. Between city planners and chairmen this total decreased from 16 in A to 12 discrepancy units in B.

The number of cities with a large discrepancy (three or more discrepancy units) decreased from 3 in A to 1 city in B between city planners and mayors. Between city planners and chairmen this number also decreased, from 3 cities in A to 1 such city in B.

Item 203...to consult with 'significant decision makers' such the large builders, developers, industrialists, and bankers about the planning goals and horizons for the city; i.e., where horizon means the estimated year the goal should be implemented.

A	1	2	3	4	5	6	7	$\bar{X}$	btn	B	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3		3	4			1	3.09			3	6	2					1.90		1.19**
M	6	3	1	1				1.72	1.37**		5	3	3					1.81	.09	-.09
C	3	2	2	2	2			2.81	.28		2	5	2	1			1	2.63	.73**	.18

A - response: (actual)

The range of importance placed on this function as indicated by the scores of city planners and chairmen is very wide. The mean importance rating by city planners is 3.09, which is slightly below or less than 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.81. The difference of means is .28 which is not significant at the .10 level.

Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.81. The difference of means was 1.37 which is significant at the .05 level.

When the data are analyzed on a within cities basis, there are 3 cities, cities 7, 11, and 12 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 8 and 12 with large discrepancy.

B - response: (ideal)

There is a narrow range of scores for city planners and mayors. The mean importance rating by city planners was 1.90, which is slightly above 'very important'.

The mean importance score for mayors for this function was 1.81. The difference in means was .09 which is not significant at the .10 level. The mean importance score for chairmen was 2.63. The difference in means was .73 which is significantly different at the .05 level.

When the data are analyzed on a within cities basis it was found that there are no cities with a large discrepancy in B between city planners and mayors. Between city planners and chairmen there is 1 such city, city 7. Much of the difference between city planners and chairmen occurs in city 7.

Comparison of A and B responses

In changing from the A to B framework, the mean importance increased for city planners and chairmen. The differences in means for city planners was 1.19 which is significant at the .05 level. The difference in means for chairmen was .18 which is not significant. The difference in means for mayors decreased in B. The difference in means was -.09 and is not significant at the .10 level.

When the data are analyzed on a within cities basis, the total discrepancy decreased from 19 in A to 11 discrepancy units in B between city planners and mayors. Between city planners and chairmen the total discrepancy decreased from 17 in A to 10 units in B. The number of cities with a large discrepancy decreased from 3 cities in A to no cities in B

between city planners and mayors. Between city planners and chairmen this number decreased from 2 cities in A to 1 such city in B with a large discrepancy.

Item 204...to encourage participation in the planning process by the 'significant decision makers' in this city; e.g., such as the large builders, land developers, industrialists, and bankers.

A	1	2	3	4	5	6	7	$\bar{X}$	btn	B	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2	3	3	2			1	2.81			4	6	1					1.72		1.09**
M	4	3	3	1				2.09	.72**		4	5	2					1.90	.18	.19
C	3	2	3	2	1			2.63	.18		2	3	4	1			1	2.81	1.09**	-.18

A - response: (actual)

The range of importance placed on this function by city planners is wider than either chairmen or mayors as indicated by the scores. The city planners mean importance rating was 2.81, somewhat more than 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.63. The difference of means was .18 which is not significant at the .10 level. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.09; the difference of means was .72 which is statistically significant at the .05 level.

When the data are analyzed on a within cities basis, 2 cities, 7 and 8 contribute a large amount of the discrepancy between city planners and mayors. Between city planners and chairmen 3 cities, 2, 7 and 8 contribute a large amount of the discrepancy.

B - response

There is a narrow range of scores by city planners and mayors. The mean importance rating by city planners was 1.72;

this is somewhat above 'very important'. The mean score for mayors was 1.90. The difference in means was .18 which is not significant. The mean score for chairmen was 2.81, indicating less importance than for city planners or mayors. The difference in means was 1.09 which is significant at the .05 level. The within cities analysis indicates little discrepancy in B except for 1 city, 7, between city planners and chairmen only.

Comparison of A and B responses

In changing from the A to B responses, the mean importance increased for both city planners and mayors. However only the difference of means for city planners is significant; this difference was 1.09 and is significant at the .05 level. The difference of means for mayors was .19 which is not significant.[1] The difference of means for chairmen decreased. It was -.18, also not significant[1].

On a within cities basis, the total discrepancy decreased from 18 in A to 11 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 20 in A to 16 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen this number decreased from 3 in A to 1 such city in B.

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[1]Not significant = meaning not significant at the .10 level.

Item 205...to attempt to coordinate the planning activities of this city's 'significant decision makers' with those of the elected city officials.

A	1	2	3	4	5	6	7	$\bar{X}$	btn	B	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	4	1		2	1		2.72			3	7	1					1.81		.91**
M	5	2	3	1				2.0	.72**		3	5	2		1			2.18	.37	-.18**
C	1	3	4	3				2.90	.18		2	4	3	1			1	2.72	.91**	.18

A - response

There is a very wide range of importance placed on this function by city planners. Their mean importance rating was 2.72, somewhat above 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.90. The difference of means was .18 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.0. The difference of means was .72, significant at the .05 level.

When the data are analyzed on a within cities basis there are 3 cities, 7, 8 and 12 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 such cities, 2, 8, and 12.

B - response

The range of scores by city planners is narrow in B. The mean importance for city planners was 1.81, somewhat above 'very important'. The mean score for mayors was 2.18. The difference in means was .37 which is not significant. The mean score for chairmen was 2.72. The difference in means was .97. This difference is significant at the .05 level.

Within cities, there is 1 city, 10 with a large discrepancy between city planners and mayors. Between city planners and chairmen there is also 1 such city, 7. Otherwise there is little discrepancy within cities.

Comparison of A and B responses

The mean importances increased for both city planners and chairmen. The difference in means for city planners was .91, significant at the .05 level. The difference in means for chairmen was .18 which is not significant. The difference in means for mayors decreased. It was -.18 which is not significant.

Within cities the total discrepancy decreased from 20 in A to 10 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 19 in A to 16 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 cities in A to 1 city in B between city planners and mayors. Between city planners and chairmen it also decreased, from 3 in A to 1 city in B.

Item 206...to integrate into the community plan the development proposals of private industry, financiers, and tract developers.

A	1	2	3	4	5	6	7	$\bar{X}$		B	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			4	4	2	1		3.0				2	2	6	1			2.54		.46*
M	6			5				1.90	1.10**		4	1		5	1			2.27	.27	-.37
C		3	4	3	1			2.18	.82**		1		3	6		1		2.72	.18	-.54**

A - response

The range of importance placed on this function by all types is wide. The mean importance rating by city planners was 3.0, 'important'. Chairmen and mayors perceived city planners as placing greater importance on this function. The mean score for mayors was 1.90. The difference in means was 1.10, significant at the .05 level. The mean score for chairmen was 2.18. The difference in means was .82, also significant at the .05 level.

Within cities there are 2 cities, 7 and 9 with a large discrepancy in A between city planners and mayors. Between city planners and chairmen there is 1 such city, 3.

B - response

The range in scores is wide for the 3 types. The mean importance rating by the city planners was 2.54 approximately midway between 'important' and 'very important'. The mean score for chairmen was 2.72 and the difference was .18; the mean score for mayors was 2.27 and the difference is .27; neither difference is significant at the .10 level.

Within cities there are 2 cities, 8 and 10 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are no cities with a large discrepancy in B.

Comparison of A and B responses

In changing from the A to B response, city planners increased their mean importance rating. The difference in means was .46, significant at the .10 level. The mean score for chairmen decreased. The difference in means was -.54, significant at the .05 level. The mean score for mayors also decreased. The difference in means was -.37 which is not significant at the .10 level.

Within cities the total discrepancy is the same in A and B with 14 discrepancy units between city planners and mayors. Between city planners and chairmen it decreased from 13 in A to 12 units in B. The number of cities with a large discrepancy likewise remained the same with two cities in A and 2 in B between city planners and mayors. Between city planners and chairmen it decreased from 1 city in A to no city in B.

Item 207...to direct the major forces of change towards the agreed upon planning goals of this city; i.e., where some of the more obvious forces which he could effectively direct are proposed large developments, either on a large scale, or of a high intensity of use; e.g., large tract developments, big new industry or an expansion, regional shopping centers, chain supermarkets, or big motels.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			4	6	1			2.72				2	7	2				2.0		.72**
M	3	5	3					2.00	.72**			2	3	5	1			2.45	.45*	-.45*
C	2	3	3	2		1		2.81	.09			2	3	4		1	1		.81**	

A - response

There is a narrow range of importance placed on this function by the city planners and mayors. The mean importance rating of city planners was 2.72, which is somewhat above 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.81. The difference of means was .09 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.00. The difference of means was .72, significant at the .05 level. Within cities there are no cities with a large discrepancy either between city planners and mayors or between city planners and chairmen.

B - response

The range of scores for types is similar in A. However there are significant differences in both comparisons. The mean importance rating by the city planners was 2.00, 'very important'. The mean importance score for mayors was 2.45.

The difference in means was .45, significant at the .10 level. The mean importance scores for chairmen was 2.81, also significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 10 and 12.

Comparisons of A and B responses

In changing from the A to B framework there was an increase of importance for city planners only. The difference in means is .72, significant at the .05 level. The difference in means for mayors decreased. It was -.45 and is significant at the .10 level. There is no change of means for chairmen, hence there is no difference and no significance.

On a within cities basis the total discrepancy decreased from 10 in A to 7 in B between city planners and mayors. Between city planners and chairmen it increased from 7 in A to 15 discrepancy units in B. The number of cities with a large discrepancy is zero in A and in B between city planners and mayors. Between city planners and chairmen this number is zero in A and 2 cities in B.

Item 208...to coordinate the overall community plan with the adjacent county or contiguous city by liason with their officials.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	1	3	3			1	2.90			3	4	3	1				2.18		.72**
M	3	5	2	1				2.09	.81**		4	3	4					2.00	.18	.09
C	3	2	2	2	2			2.81	.09		3	1	5			2		2.90	.72**	-.09

A - response

There is a very wide range of importance placed on this function as indicated by the scores of city planners and the chairmen. The mean importance rating for city planners was 2.90, just above 'important'. The chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.81; the difference of means is .09 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.09. The mean difference is .81, significant at the .05 level.

When the data are analyzed on a within cities basis it is found that there are 3 cities, 3, 7, and 8 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 8 and 10.

B - response

The range of scores in B is somewhat narrower than in A. The mean importance rating by city planners was 2.18, somewhat below 'very important'. The mean importance score for mayors

was 2.00. The difference in means is .18 which is not statistically significant at the .10 level. The chairmens' mean score was 2.90 which is lower than either city planners or mayors. The difference in means is .72, significant at the .05 level.

When the data are analyzed on a within cities basis, it is found that there is 1 city, 8 with a large discrepancy in B between city planners and mayors. Between city planners and chairmen there are 3 such cities 8, 10, 11.

Comparison of A and B

In changing from the A to B framework, the mean importance increased for city planners and mayors. The difference in means for city planners was .72, significant at the .05 level. The difference in means for mayors is .09 which is not significant. The difference in means for chairmen decreased. It was -.09 which is not significant.

On a within cities basis the total discrepancy decreased from 19 in A to 10 in B between city planners and mayors. Between city planners and chairmen the total increased from 15 in A to 18 in B. The number of cities with a large discrepancy decreased from 3 cities in A to 1 city in B between city planner and mayor. Between city planners and mayors this number increased from 2 cities in A to 3 cities in B.

Item 209...to attend school board meetings whenever new school site selection is to be discussed.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	2	2		2	1	3.72				5	5	1			2.63		1.09**
M	2	4	3		1		1	2.81	.91**		3	2	4	2			2.45	.18	.36
C	4	1	4	1	1			2.45	1.27**		4	4	1	1	1		2.18	.45*	.27

A - response

The range of importance placed on this function by city planners is widely distributed. Their mean importance rating was 3.72, considerably above 'average'. Neither mayors nor chairmen accurately perceived the importance placed on this function by city planners. The mean importance score for chairmen was 2.45. The difference in means between city planners and chairmen was 1.27, significant at the .05 level. The mean score for mayors was 2.81. The difference in means between city planners and mayors was .91, also significant at the .05 level.

Within cities there are 3 cities, 3, 7, 8 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 3, 7, 8, 9, and 12.

B - response

The range of scores by city planners is narrow in the B - response. The mean importance rating was 2.63 which is considerably above 'important'. The mean score for mayors on this function was 2.45. The mean difference of .18 is not significant at the .10 level. The mean score for chairmen was 2.18.

The difference in means is .45, significant at the .10 level.

When the data are analyzed within cities it is found that there are no cities with a large discrepancy between city planners and mayors. However, between city planners and chairmen there is 1 such city, 10.

Comparison of A and B responses

In changing from the A to B framework the mean importance increased for all three types. The difference in means for city planners was 1.09 which is significant at the .05 level. The differences in means for chairmen was .27 and for mayors was .36, neither significant at the .10 level.

The total discrepancy within cities decreased from 18 in A to 7 in B between city planners and mayors. Between city planners and chairmen it decreased from 26 in A to 15 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 cities in A to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased, from 5 in A to 1 city in B.

Item 210...to make joint studies with the school board for all proposed public school sites regarding location and size.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	2	1	2		2	3.81		
M	2	5	2	2				2.36	1.45**	
C	3	4	3	1				2.18	1.63**	

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
	2	5	4					2.18		1.63**
	5	1	4	1				2.09	.09	.27
	2	4	3	2				2.45	.27	-.27
								2.24		

A - response

The range of importance placed on this function by city planners is very wide as indicated by the scores. Their mean importance rating was 3.81 somewhat above 'average importance'. Neither mayors nor chairmen accurately perceived the importance placed on this function by city planners. The mean score for mayors was 2.36 and the difference of means is 1.45, significant at the .05 level. The mean for chairmen was 2.18 and the difference is 1.63, also statistically significant at the .05 level.

When the data are analyzed within cities, it is found that there are 4 cities 3, 7, 8, 12 with a large discrepancy between city planners and mayors; between city planners and chairmen the same 4 cities, 3, 7, 8, 12, have a large discrepancy.

B - response

There is a very narrow range in scores for city planners. Their mean importance rating was 2.18, somewhat below 'very important'. The mean score for mayors was 2.09. The difference in means is .09 which is not significant. The mean score for

chairmen was 2.45. The difference in means is .27 which is also not significant.

The mean of mean importances among all three types was 2.24, somewhat below 'very important'.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 12.

Comparison of A and B responses

In changing from the A to B framework, the mean importances increased for city planners and mayors. The difference in means for city planners was 1.63, which is significant at the .05 level. The difference in means for mayors was .27 which is not significant. The difference in means for chairmen decreased. It was -.27 which is not significant.

Within cities the total discrepancy decreased from 18 in A to 9 in B between city planners and mayors; between city planners and chairmen it also decreased, from 24 in A to 13 in B. The number of cities with a large discrepancy decreased from 4 cities in A to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased, from 4 in A to 1 city in B.

Item 211...to be jointly responsible - with the school board - for the selection of all new public school sites.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	1	2		4	4.81		
M	1	3	2	1	2	1		3.27	1.54**	
C	1	1	6	2	1			3.09	1.72**	

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
					5	5	1	2.63		2.18**
	1	2	4	1	2		1	3.45	.82	-.18
	2	4	3	1			1	2.72	.09	.37
								2.93		

A - response

The range of importance is very wide for all types. The mean importance rating by city planners was 4.81, somewhat above 'less than average importance'. Neither mayors nor chairmen accurately perceived the importance placed on this function by city planners; both gave it much greater importance. The mean score for mayors was 3.27. The difference of means is 1.54, significant at the .05 level. The mean score for chairmen was 3.09. The difference of means is 1.72, also significant at the .05 level.

When the data are analyzed on a within cities basis there are 5 cities, 3, 4, 7, 8 and 12 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 5 cities, 3, 4, 5, 7, and 12 with a large discrepancy.

B - response

There is a narrow range of scores for city planners. The mean score for city planners was 2.63, considerably above 'important'. The mean score for chairmen was 2.72. The difference is .09 which is not significant at the .10 level. The

mean score for mayors was 3.45. The mean difference is .82 which is not significant at the .10 level.

The mean of mean importances among all types for this function was 2.93, slightly above 'important'.

Within cities there are 2 cities, 2 and 7 with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 11.

Comparison of A and B responses

In changing from the A to B framework the mean importance increased for city planners and chairmen. The mean difference between city planners was 2.18. This is significant at the .05 level. The mean difference for chairmen was .37 which is not significant at the .10 level. The mean difference for mayors decreased. It was -.18 which is not significant.

Within cities the total discrepancy decreased from 25 in A to 15 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 27 in A to 13 discrepancy units in B. The number of cities with a large discrepancy decreased from 5 cities in A to 2 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 5 cities in A to 1 city in B.

Item 212...to be consulted in the selection of all parochial school sites in the community, regarding location and size.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	1	1	1	4	4.90		
M	1	1	6	2		1		3.18	1.72**	
C	1	3	1	1	3	1	1	3.81	1.09**	

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
			3	5	3			3.0		1.90**
	1	5	3	1	1			2.63	.37	.55*
	3	2	4	1	1		1	2.81	.19	1.0 **
								2.81		

A - response

There is a very wide range of importance placed on this function by all types. The mean importance rating for city planners was 4.90, slightly above 'less than average importance'. Neither chairmen nor mayors accurately perceived the importance placed on this function by city planners. Both types perceived the city planners as placing greater importance on this function. The mean score for chairman was 3.81. The difference of means is 1.09 which is significant at the .05 level. The mean score for mayors was 3.18. The difference of means is 1.72 which is also significant at the .05 level.

Within cities there are 6 cities, 3, 5, 7, 8, 11 and 12 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 3, 4, 8 and 12 with a large discrepancy.

B - response

There is a much narrower range in scores for city planners. Their mean importance rating was 3.0, 'important'. The mean score for mayors is 2.63. The difference in means is .37 which

is not significant. The mean importance score for chairmen was 2.81. The difference in means is .19 which is also not significant. The mean of mean importances for all types was 2.81, somewhat above 'important'.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 9 and 11.

Comparison of A and B responses

In changing from the A to B response there is increased importance by all three types. The difference in means for city planners was 1.90, significant at the .05 level. The difference in means for chairmen is 1.00, significant at the .05 level. The difference in means for mayors is .55, significant at the .10 level.

Within cities the total discrepancy decreased from 29 in A to 10 discrepancy units in B between city planners and mayors. Between city planners and chairmen it also decreased, from 26 in A to 12 in B. The number of cities with a large discrepancy decreased from 6 in A to no cities in B between city planners and mayors. Between city planners and chairmen it decreased from 4 in A to 2 cities in B.

Item 213...to be consulted in the selection of all hospital sites in the community regarding location and size.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	1		3	2	4.54			2	7	2				3.00		1.54**
M	3	1	4	2		1		2.81	1.73**	3	3	2	2	1			2.54	.46	.27
C	2	2	5		1	1		2.90	1.64**	3	2	4		1	1		2.72	.28	.18
																	2.75		

A - response

There is a very wide range of importance placed on this function by all types. Their mean importance rating for city planners was 4.54, or approximately midway between 'average' and 'less than average'. Neither mayors nor chairmen accurately perceived the importance placed on this function by city planners. The mayors mean score was 2.81. The difference in means is 1.73, significant at the .05 level. The chairmen's mean score was 2.90. The difference in means is 1.64, also significant at the .05 level.

When the data are analyzed on a within cities basis, there are 5 cities, 3, 5, 7, 8, and 12 with large discrepancies between city planners and mayors. Between city planners and chairmen there are 6 such cities, 3, 7, 8, 9, 11, and 12.

B - response

The range in scores by city planners is narrow in B. Their mean importance rating was 3.00, 'important'. The mean importance score for chairmen is 2.72. The difference is not significant at the .10 level. The mean importance score for

mayors is 2.54, not a significant difference at the .10 level. The mean of mean importances for all three types in the B response was 2.75, somewhat above 'important'. The within cities analysis reveals 1 city, 12, with a large discrepancy between city planners and chairmen.

Comparison of A and B response

In changing from the A to B framework, the mean importance increased for all types. The difference in means for city planners is 1.54 which is significant at the .05 level. The difference in means for the mayors is .27 which is not significant. The difference in means for chairmen was .18, also not significant.

Within cities the total discrepancy decreased from 29 in A to 11 in B between city planners and mayors. Between city planners and chairmen it decreased from 26 in A to 11 discrepancy units in B. The number of cities with a large discrepancy likewise decreased from 6 in A to no cities in B between city planners and mayors. Between city planners and chairmen it decreased from 6 in A to 1 city in B.

Item 214...to assist the local civil defense director in locating civil defense shelter spaces in existing and proposed buildings in this city.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			1	2	3	1	4	5.45					1	5	4		1	3.54		1.9 **
M	1		3	1	2	3	1	4.45	1.00**		1	2	3	2		3		3.63	.09	.82**
C		3		1	2	3	2	4.72	.73**		1	1			2	6	1	5.09	1.55**	-.37

A - response

The range of importance placed on this function is very wide for all types. The mean importance for city planners was 5.45, approximately midway[1] between 'less than average' and 'minor importance'. Mayors perceived city planners as placing greater importance on this function. Their mean score was 4.45. The difference in means is 1.00, significant at the .05 level. Chairmen also perceived city planners as placing greater importance on this function. Their mean score was 4.72. The difference in means is .73, also significant at the .05 level.

When the data are analyzed on a within cities basis, there are 3 cities, 5, 7, 8 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 such cities, 1, 3, and 8.

B - response

The range of scores is very wide for all types in the B response. The mean importance rating for city planners was

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[1]Midway will subsequently be used to mean approximately 'midway' between any two values on the scale of importance.

3.54, midway between 'average' and 'important'. The mean importance for mayors was 3.63. The difference of means is .09 which is not significant at the .10 level. The mean importance for chairmen was 5.09. The difference of mean scores is 1.55, significant at the .05 level.

When the data are analyzed on a within city basis, it is found that there are 3 cities, 5, 11 and 12 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 cities, 5, 9, and 12.

Comparison of the A and B response

In changing from the A to B framework, the mean importance increased for city planners and mayors, both of which have significant differences. The difference in means for city planners was 1.91 which is significant at the .05 level. The difference in means for mayors is .82, significant at the .05 level. The difference in means for chairmen decreased. It was -.37, which is not significant.

Within cities the total discrepancy decreased from 21 in A to 19 in B between city planners and mayors. Between city planners and chairmen it is 23 discrepancy units in both the A and B response. The number of cities with a large discrepancy is 3 cities in both A and B between city planners and mayors and between city planners and chairmen also.

Item 215...to select the chairman for the city planning commission.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	1	2	2	1	4	5.18				2	2	2		2	3	4.63		.55
M	1	5		1		2	2	3.72	1.46**			1	2	2	3		3	4.72	.09	-1.00**
C		2	2	3		1	3	4.45	.73*			1		1	2		7	5.90	1.27**	-1.45**

A - response

There is a wide range of importance placed on this function by all 3 types. The mean importance rating for city planners was 5.18, somewhat below 'less than average'. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 4.45. The difference of means is .73, significant at the .10 level. Mayors likewise perceived city planners as placing greater importance on this function. Their mean score was 3.72. The difference of means is 1.46, significant at the .05 level.

When the data are analyzed on a within cities basis it is found that there are 3 cities, 7, 8, and 12 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 such cities, 3, 4, 5, 8, and 11.

B - response

The range of importance is very wide in the B response. The mean importance rating for city planners was 4.63, considerably above 'less than average'. The mean score for mayors was 4.72. The mean difference is .09, which is not significant at

the .10 level. The mean score for chairmen was 5.90. The mean difference is 1.27, significant at the .05 level.

When the data are analyzed on a within cities basis, there are 5 cities, 1, 2, 8, 9 and 10 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 7 such cities, 1, 2, 4, 6, 8, 10, 11 and 12.

Comparison of A and B responses

In changing from the A to B framework the mean importance increased for city planners only. Their difference in means is .55 which is not significant at the .10 level. Both mayors and chairmen decreased to a significant degree. The difference of means for chairmen is -1.45, significant at the .05 level. The difference of means for mayors is -1.00 which is also significant at the .05 level.

On a within cities basis the total discrepancy increased from 18 in A to 29 in B between city planners and mayors. Between city planners and chairmen it also increased, from 22 to 32 discrepancy units. The number of cities with a large discrepancy increased from 3 in A to 5 in B between city planners and mayors. Between city planners and chairmen it also increased, from 5 in A to 7 cities in B.

Item 216...to select members for the city planning commission.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	1	3	1	1	4	5.90					3	1	2		3	2	4.45		1.45**
M		3	2	2	2		2	4.00	1.90**				1	4	1	2	1	2	4.36		.36
C		1		4		3	3	5.28	.72*				1		1		2	7	6.09	1.64**	.91**

A - response

There is a very wide range of importance placed on this function by all types. The mean importance rating for city planners is 5.90, which is slightly above 'minor importance'. Neither chairmen nor mayors accurately perceived the importance placed on this function by city planners. The mean importance score for chairmen was 5.18. The difference in means is .72 which is significant at the .10 level. The mean importance score for mayors was 4.00. The difference in means is 1.90 which is significant at the .05 level.

Within cities there are 4 cities, 7, 8, 9, and 12 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 4 cities 4, 5, 8, and 11.

B - response

The very wide range of importances also occurs in the B framework. The mean importance rating for city planners was 4.45, midway between 'average' and 'less than average importance'. The mean score for mayors was 4.36. The difference in means is .09 which is not significant. The mean importance

score for chairmen was 6.09. The difference in means is 1.64, significant at the .05 level.

Within cities there are 4 cities, 2, 8, 10, 11 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 7 such cities, 1, 2, 3, 4, 8, 11, and 12.

Comparison of A and B responses

The mean importance for city planners only increased in the B response. Their difference in means is 1.45, significant at the .05 level. The difference in means for chairmen is .91, also significant at the .05 level. The difference for the mayors is .36 which is not significant.

Within cities the total discrepancy increased from 20 in A to 23 in B between city planners and mayors. Between city planners and chairmen it increased from 23 in A to 32 discrepancy units in B. The number of cities with a large discrepancy is 4 in A and 4 in B between city planners and mayors. Between city planners and chairmen this number increased from 4 in A to 7 cities in B.

Item 217...to provide regular and frequent counseling to the mayor.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2	2	3	3	1			2.90			2	8	1					1.90		1.0**
M	3	3	5					2.18	.72**		4	4	2	1				2.0	.10	.18
C	2	5	3	1				2.27	.63**		3	3	1	3	1			2.63	.73**	-.36

A - response

The range of importance placed on this function by city planners is fairly wide. Their mean importance rating was 2.90, slightly above 'important'. Mayors and chairmen perceived city planners as placing greater importance on this function. The mean score for chairmen was 2.27. The difference in means is .63, significant at the .05 level. The mean score for mayors was 2.18. The difference in means is .72, also significant at the .05 level.

When the data are analyzed on a within cities basis there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is also 1 city, 8 with a large discrepancy.

B - response

There is a narrow range in scores by city planners. Their mean importance rating was 1.90, slightly above 'very important'. The mean score for mayors was 2.0. The difference in means is .10 which is not significant. The mean score for chairmen was 2.63. The difference in means is .73. This is significant at the .05 level.

Within cities there is no city with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 10.

Comparison of A and B responses

The mean importance increased for city planners and mayors. The difference in means for city planners was 1.00, significant at the .05 level. The difference in means for mayors was .18 which is not significant. The difference in means for chairmen decreased. It was -.36, not significant.

Within cities the total discrepancy decreased slightly, from 10 in A to 9 in B between city planners and mayors. Between city planners and chairmen it increased from 9 in A to 14 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 in A to no cities in B between city planners and mayors. Between city planners and chairmen there is 1 city in A and 1 in B.

Item 218...to provide regular and frequent counseling to the chairman of the planning commission.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn
P	3	4	4					2.09	
M	3	5	3					2.00	.09
C	4	3	2	2				2.18	.09

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
	5	5	1					1.63		.46**
	5	4	2					1.72	.09	.28*
	4	4	2		1			2.09	.46**	.09

A - response

There is a narrow range of importance placed on this function as indicated by the scores for city planners and mayors. City planners mean importance rating was 2.09, slightly below 'very important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.00. The difference in means is .09 which is not significant. Chairmen also accurately perceived the importance placed on this function by city planners. Their mean score was 2.18. The difference in means is .09 which is not significant. The mean of mean importances for this function is 2.09, slightly below 'very important'.

When the data are analyzed on a within cities basis, there is no large discrepancy for any city, either between city planners and mayors, or between city planners and chairmen.

B - response

The range of importance is narrow for city planners and mayors. The mean importance rating for city planners was 1.63, considerably above 'important'. The mean score for mayors was 1.72. The mean difference is .09 which is not significant.

The mean importance score for chairmen was 2.09. The mean difference is .46, significant at the .05 level. The within cities analysis is the same as in A, with no large discrepancy for any city.

Comparison of A and B responses

The mean importance increased for all types. The difference in means for city planners is .46 which is significant at the .05 level. The difference in means for mayors is .28 which is significant at the .10 level. The differences in means for chairmen is .09 which is not significant.

Within cities the total discrepancy was 7 in A and 7 in B between city planners and mayors. Between city planners and chairmen it was 11 in A and 11 discrepancy units in B. There were not cities with a large discrepancy for either A or B.

Item 219...to provide regular and frequent counseling to the city manager.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4		1				2.40			3	5	2					1.90		.50**
M	4			1				1.60	.80**		4	2	3	1				2.10	.20	-.50**
C		4	1					2.20	.20		3	4	1	2				2.20	.30	.00
																		2.07		

A - response

Since there are only five cities[1] with a city manager, data for only five cities are presented in the A response. City planners mean importance rating was 2.40, approximately midway between 'important' and 'very important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.20. The difference of means is .20, which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score is 1.60. The difference of means is .80 which is significant at the .05 level.

Within cities there is 1 city, 10 with a large discrepancy between city planner and mayor. Between city planners and chairmen there are no such cities.

B - response

There are only ten scores[1] in B. The range of importance is narrow for city planners. Their mean importance rating was

[1]The 'between' and 'within' values for A and B were calculated on a pro rated basis.

1.90, slightly above 'very important'. The mean importance score for mayors was 2.10. The difference in means is .20 which is not significant. The mean importance score for chairmen was 2.20. The difference in means is .30, also not significant.

There is no significant difference among the three types in the B response framework. The mean of mean importances for this function is 2.07, slightly below 'very important'. That is, there is statistical evidence that city planners and mayors and chairmen agree that the relative importance of this function should be approximately 'very important'.

Within cities there is 1 city, 7 with a large discrepancy between city planner and chairman. There is no such city between city planners and mayors.

Comparison of A and B response

The mean importance increased for city planners only. Their difference in means is .50, significant at the .05 level. The difference in means for mayors decreased. It was -.50, also significant at the .05 level. There is no difference in means for chairmen.

Within cities the total discrepancy decreased from 8 in A to 5 in B between city planners and mayors. Between city planners and chairmen it increased from 1 in A to 10 in B. The number of cities with a large discrepancy decreased from 1 in A

to no cities in B between city planners and mayors. Between city planners and chairmen it increased from no cities in A to 1 city in B.

Item 220...to provide regular and frequent counseling to the director of public works (or city engineer).

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			3	5	3			3.00						7	4			2.36		.64**
M	2	2	5	1		1		2.82	.18		2	2	5	2				2.63	.27*	.19
C	2	2	4	3				2.72	.28*		4	1	3	1	2			2.63	.27*	.09

A - response

There is a narrow range of importance placed on this function by city planners. Their mean importance rating was 3.00, 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.82. The difference of means is .18 which is not significant. Chairmen perceived the city planners as placing greater importance of this function. Their mean score was 2.72. The difference of means is .28, significant at the .10 level.

Within cities there is 1 city, 9 with a large discrepancy between city planner and mayor. There is also 1 such city, 12, with a large discrepancy between city planner and chairman.

B - response

The range of importance for city planners is very narrow. Their mean score was 2.36, somewhat below 'very important'. The mean scores for both mayors and for chairmen are identical at 2.63. The differences of means are .27 which are significant at the .10 level. Within cities there are no cities with a large discrepancy, either between city planners and mayors, or between city planners and chairmen.

Comparison of A and B response

The mean importance for all types increased in B. The difference in means for city planners is .64, significant at the .05 level. The difference in means for mayors is .19 which is not significant. The difference in means for chairmen is .09 which is not significant.

Within cities the total discrepancy decreased from 12 in A to 7 in B between city planners and mayors. Between city planners and chairmen it increased from 9 to 13 discrepancy units. The number of cities with a large discrepancy decreased from 1 in A to no cities in B between city planners and mayors and also between city planners and chairmen.

Item 221...to provide regular and frequent counseling to the city council members.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn
P	1	3	4	2	1			2.90	
M	2	1	6	2				2.72	.18
C		7	2	2				2.54	.36
								2.72	

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
	1	8	2					2.09		.81**
	2	4	4	1				2.36	.27	.36
	1	4	4		2			2.81	.72**	-.27

A - response

There is a wide range of importance placed on this function by city planners. City planners mean importance rating was 2.90, slightly above 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.72. The difference of means is .18 which is not significant. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 2.54. The difference of means is .36 which is not significant.

There is no significant difference among types in the A response framework. The mean of mean importances for this function is 2.72, somewhat above 'important'.

Within cities there is 1 city, 8 with a large discrepancy between city planner and mayor. Between city planners and chairmen there are no such cities in A.

B - response

The range of importance is narrow for city planners regarding what the importance of this function should be. Their mean importance rating was 2.09, slightly below 'very important'.

The mean score for mayors was 2.36. The difference of means is .27 which is not significant. The mean score for chairmen was 2.81. The difference of means is .72, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 5 with a large discrepancy, between city planner and chairman.

Comparison of A and B responses

The mean importance increased in B for city planners and mayors. The difference in means for city planners is .81 which is significant at the .05 level. The difference in means for mayors is .36, which is not significant. The difference in means for chairmen decreased, -27 which is not significant.

Within cities the total discrepancy decreased from 14 in A to 7 in B between city planners and mayors. Between city planners and chairmen it increased from 8 in A to 12 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased from no cities in A to 1 city in B.

Item 222...to provide regular and frequent counseling to the city planning commission members.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn
P	1	6	4					2.27	
M	3	1	6	1				2.45	.18
C	1	6	2	2				2.45	.18
								2.39	

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
	2	7	2					2.00		.27*
	4	3	3	1				2.09	.09	.36**
	3	4	2	2				2.27	.27*	.18

A - response

There is a narrow range of importance placed on this function by city planners. Their mean importance rating was 2.27 or below 'very important'. Both mayors and chairmen accurately and ideally perceived the importance placed on this function by city planners. The mean score for both mayors and chairmen was 2.45. The difference of means is .18 which is not significant.

The mean of mean importance by all three types for this function was 2.39. This is considerably below 'very important'.

The within cities analysis reveals no large discrepancy for any city. There is slightly more discrepancy between city planners and chairmen.

B - response

The range of importance in B is the same as in A. The mean importance rating for city planners was 2.00, 'very important'. The mean score of mayors was 2.09. The difference of means is .09 which is not significant. The mean score of chairmen was 2.27. The difference of means is .27, significant

at the .10 level.

The within cities analysis again reveals no large discrepancy for any city in B. There is slightly more discrepancy between city planners and chairmen.

Comparison of A and B responses

The mean importances increased in B for all types. The difference in means for city planners is .27, significant at the .10 level. The difference in means for mayors is .36, significant at the .05 level. The difference in means for chairmen is .18 which is not significant.

Within cities the total discrepancy increased slightly from 8 in A to 9 in B between city planners and mayors. Between city planners and chairmen it also increased slightly from 10 in A to 11 discrepancy units in B. There are no cities with a large discrepancy for either comparison in A or in B.

Item 223...to provide regular and frequent counseling to the zoning commission chairman.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	4	4	3					1.90			4	5	2					1.81		.09
M	2	5	4					2.18	.28*		4	5	2					1.81	.00	.37**
C	4	3	1	3				2.27	.37**		5	4	1	1				1.81	.00	.46**

A - response

There is a narrow range of importance placed on this function by city planners and mayors. City planners mean importance rating was 1.90, slightly above 'very important'. Both mayors and chairmen perceived city planners as placing less importance on this function. The mean score for mayors was 2.18. The difference of means is .28, which is significant at the .10 level. The mean score for chairmen was 2.27. The difference of means is .37 which is significant at the .05 level.

The within cities analysis reveals 1 city, 7, with a large discrepancy between city planner and chairman. There is no such city between city planner and mayors.

B - response

The range of scores in B is identical to A. The mean importance rating was identical for all three types. It was 1.81, which is somewhat above 'very important'. Since there is no difference of means, there are no significant differences among types. The mean of mean importance for this function is 1.81, somewhat above 'very important'.

Within cities analysis reveals no large discrepancy for any city for either comparison.

Comparison of A and B response

The mean importance increased for all three types. The difference in means for city planners is .09 which is not significant. The difference in means for mayors is .37 which is significant at the .05 level. The difference in means for the chairmen is .46 which is also significant at the .05 level.

Within cities the total discrepancy is 7 in A and in B between city planners and mayors. Between city planners and chairmen it decreased from 12 in A to 9 in B. There are no cities with a large discrepancy between city planners and mayors in A. The number of cities with a large discrepancy decreased from 1 city in A to no cities in B.

Item 224...to provide regular and frequent counseling to the school board chairman.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	4		1	3	2	4.63					3	6	2			2.90		1.73**
M	1	1	2	2	2	3		4.09	.54**		1	2	4	2	2			3.18	.28	.91**
C				7		4		4.72	.09		1		5	2	1	1	1	3.81	.91**	.91**

A - response

The range of importance placed on this function is widely scattered for city planners. The mean importance rating of city planners was 4.63, considerably above 'less than average'. Chairmen accurately perceived the mean importance placed on this function by city planners. Their mean score was 4.72. The difference of means is .09 which is not significant. Mayors perceived city planners as placing greater importance on this function than the mean for city planners indicates. The mean score for mayors was 4.09. The difference of means is .54, significant at the .05 level.

The within cities analysis reveals considerably discrepancy between types for some cities. There are 5 cities 2, 3, 7, 8 and 9, with a large discrepancy between city planners and mayors. There are 4 cities 2, 8, 9, 10, with a large discrepancy between city planners and chairmen.

B - response

The range of scores is considerably narrower for city planners in B. Their mean importance rating was 2.90, slightly above very important. The mean score for mayors was 3.18.

The difference in means is .28 which is not significant. The mean score for chairmen was 3.81. The difference in means is .91, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 10 and 11, with a large discrepancy.

Comparison of A and B responses

The mean importances increased for all types in B. The difference in means for city planners is 1.73 which is significant at the .05 level. The difference in means for both mayors and chairmen is .91, also significant at the .05 level.

Within cities analysis reveals much less discrepancy in B. The total discrepancy between city planners and mayors decreased from 26 in A to 9 in B. Between city planners and chairmen it decreased from 21 in A to 14 discrepancy units in B. The number of cities with a large discrepancy decreased from 5 in A to no cities in B between city planners and mayors. Between city planners and chairmen it decreased from 4 in A to 2 cities in B.

Item 225...to provide regular and frequent counseling to the parks board chairman.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	2	2	1	2		3.88						4	7			2.63		1.25**
M	1	2	3	2		1		3.11	.77**			1	5	3	1	1		2.63	.00	.48**
C		3	2	2	1		1	3.55	.33			1	2	4	2		1	1	3.45	.82**	.10

A - response

Not all cities[1] were able to answer the A-response as two cities (five and twelve) do not have a parks board chairman. The range of importance placed on this function is very wide as indicated by the scores of all types. The scores for city planners approach a random distribution. The mean importance rating for city planners was 3.88, somewhat above 'average importance'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.55. The difference of means is .33 which is not significant. Mayors perceived city planners as placing a higher importance on this function. Their means score was 3.11. The difference of means is .77, significant at the .05 level.

Within cities there are 3 cities, 3, 7, and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 3 and 11.

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[1] n = 9 cities in the A-response.

B - response

There is a very very narrow range in scores for city planners. Their mean importance rating was 2.63, considerably above 'important'. The mean score for mayors coincides with the city planner, hence there is no difference. The mean score for the chairmen was 3.45. The difference of means is .82, which is significant at the .05 level.

Within cities analysis reveals no large discrepancies between city planners and mayors. There are large discrepancies between city planners and chairmen for 2 cities, 5 and 11.

Comparison of A and B responses

The mean importance increased in all cities in B. The difference in means for city planners is 1.25 which is significant at .05 level. The difference in means for mayors is .48 which is also significant at .05 level. The difference in means for chairmen is .10 which is not significant.

In the within cities analysis the total discrepancy decreased from 17 in A to 6 in B between city planners and mayors. Between city planners and chairmen it increased from 12 in A to 15 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to no cities in B between city planners and mayors. Between city planners and chairmen the number of cities is 2 in A and 2 in B.

Item 226...to provide regular and frequent counseling to the building inspection branch head.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	4	2	3	1			2.90			1	8	2					2.09		.81**
M	1	1	3	2	1	3	1	3.09	.19		2	2	2	2	1	2		2.81	.72**	.28
C		5	3	2	1			2.90	.00		1	3	3	1	1	3		3.18	1.09**	.28
								2.96												

A - response

There is a wide range of importance placed on this function especially by mayors. City planners means importance rating was 2.90, slightly above 'important'. Both chairmen and mayors accurately perceived the importance placed on this function by city planners. The mean score for chairmen coincides with the mean of city planners. Therefore there is no difference and no significance. The mean score for mayors was 3.09. The difference of means is .19 which is not significant. The mean of mean importances for this function was 2.96, slightly above 'important'.

The within cities analysis reveals minor discrepancies only, with the exception of 1 city, 8, which occurs between both city planner and mayor and between city planner and chairman.

B - response

The range in scores by city planners is narrow in B. However the ranges for mayors and chairmen are very wide, and mayors scores are almost a random distribution. The mean

importance rating for city planners was 2.09, slightly below 'very important'. The mean score for mayors was 2.81. The difference in means is .72, significant at the .05 level. The mean score for chairmen was 3.18. The difference in means is 1.09, also significant at the .05 level. The within cities analysis reveals only minor discrepancies with the exception of 2 cities, 4 and 7, which have a large discrepancy between city planners and chairmen.

Comparison of A and B responses

The mean importance increased in B for all three types. The difference in means for city planners is .81 which is significant at the .05 level. The difference in means for both mayors and chairmen is .28 which is not significant at the .01 level.

Within cities analysis, the total discrepancy between city planners and mayors is 10 in A and 10 in B. Between city planners and chairmen it increased from 10 in A to 14 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased from 1 city in A to 2 cities in B.

Item 227...to provide regular and frequent counseling to the fire chief.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	4			2	4	4.36					1	4	3	2	1	3.81		.55**
M	1	1	3	1	1	3	1	4.18	.18		2	2	3	1	1	2		3.27	.54**	.91**
C			2	2	3	3	1	4.90	.54**		1		2	5		1	1	4.18	.37*	.72**

A - response

The range of importance placed on this function is very wide for all three types. The mean importance rating for city planners was 4.36, considerably below 'average importance'. Mayors accurately perceived the importance placed on this function by city planners. The mean scores for mayors was 4.18. The difference of means is .18 which is not significantly different from the means of city planners. Chairmen perceived the city planners as placing less importance on this function. The mean score for chairmen was 4.90. The difference in means is .54, significant at the .05 level.

The within cities analysis reveals 6 cities, 2, 3, 7, 8, 9, and 10, with large discrepancies between city planners and mayors. There are 2 such cities, 2 and 11, between city planners and chairmen.

B - responses

The range of scores is also very wide in B. The mean importance rating for city planners was 3.81, above 'average importance'. The mean score for chairmen was 4.18. The difference in means is .37 which is significant at the .10 level.

The mean score for mayors was 3.27. The difference in means is .54 which is significant at the .05 level.

Within cities there are 2 cities, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 such cities, 5 and 11.

Comparison of A and B response

The mean importances increased significantly in B for all three types. The differences in means for city planners is .55, for chairmen it is .72 and for mayors it is .91, all of which are significant at the .05 level.

Within cities the total discrepancy decreased from 24 in A to 16 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 18 in A to 14 in B. The number of cities with a large discrepancy decreased from 6 in A to 2 in B between city planners and mayors. Between city planners and chairmen there are 2 cities in A and 2 in B also.

Item 228...to provide regular and frequent counseling to the police chief.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	1	1	4	1	4.63				1	4	3	2		1	3.90		.73**
M	1	1	3	2	1	2	1	4.00	.63**		2	2	2	2	1	2		3.36	.54**	.64**
C			1	4	1	3	2	5.09	.46*		1	1	1	4	1	1	2	4.27	.37*	.82**

A - response

There is a very wide range in the scores for this function for all types. The mean importance rating for city planners was 4.63, considerably above 'less than average importance'. Chairmen perceived city planners as placing less importance on this function. Their mean score was 5.09. The difference in means is .46 which is significant at the .10 level. Mayors perceived city planners as placing greater importance on this function. Their mean score was 4.00. The difference in means is .63 which is significant at the .05 level.

Within cities there are 3 cities, 3, 7 and 8, with a large discrepancy between city planners and mayors. There are 4 such cities, 2, 4, 5 and 11, between city planners and chairmen. The total discrepancies are both high.

B - response

The range of importance is also very wide in B for all three types. The mean importance rating for city planners was 3.90, slightly above 'average importance'. The mean score for chairmen was 4.27. The difference in means is .37 which is significant at the .10 level. The means score for mayors was

3.36. The difference in means is .54 which is significant at the .05 level.

Within cities there are 3 cities, 7, 8, and 11, with a large discrepancy between city planners and mayors. There are 3 such cities, 5, 10, and 11, between city planners and chairmen.

Comparison of A and B responses

The mean importance increased significantly in B for all types. The difference in means for city planners was .73; for mayors it was .64; and for chairmen it was .82, each of which is significant at the .05 level.

Within cities the total discrepancy decreased from 21 in A to 16 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 25 in A to 18 discrepancy units in B. The number of cities with a large discrepancy was 3 in A and 3 in B between city planners and mayors. Between city planners and chairmen it decreased from 4 in A to 3 cities in B.

Item 229...to influence the mayor where it concerns planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn
P	1	4	3	2	1			2.81	
M	4	2	3	1	1			2.36	.45
C	4	3	2	1			1	2.45	.36

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	5	3					2.0		.81**
M	4	2	4			1		2.36	.36	.00
C	4	1	3		1	1	1	3.00	1.0**	-.55*

A - response

There is a wide range of importance placed on this function by city planners and mayors. The mean importance rating of city planners was 2.81, somewhat above 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.45. The difference of means between chairmen and city planners is .36 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.36. The difference of means is .45, significant at the .10 level.

The within cities analysis reveals 1 city, 8, with a large discrepancy between city planner and mayor, and 3 cities, 3, 8, and 11, between city planners and chairmen.

B - response

The range of scores for city planners is narrow in B. Their mean score was 2.00, 'very important'. The mean score for mayors was 2.36. The difference in means is .36 which is not significant. The mean score for chairmen was 3.00. The difference in means is 1.00; this is significant at the .05 level.

The within cities analysis only reveals 1 city, 9, with a large discrepancy between city planner and mayor. Between city planners and mayors there are 3 such cities, 10, 11, and 12.

Comparison of A and B responses

In changing from the A to B framework, the mean importance increased for city planners only. The difference in means for city planners was .81, significant at the .05 level. There is no change of means for mayors. The difference of means for chairmen decreased. It was -.55 which is significant at the .10 level.

Within cities the discrepancy totals decreased from 17 in A to 8 in B between city planners and mayors; between city planners and chairmen it increased from 16 in A to 23 in B. The number of cities with a large discrepancy is 2 in A and 1 in B between city planners and mayors. Between city planners and chairmen it is 3 in A and 3 cities in B.

Item 230...to influence the chairman of planning commission, where it concerns planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn		B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	5	2	1				2.09				5	3	3					1.81		.28
M	4	5	2					1.81	.28			3	5	3					2.00	.19	-.19
C	4	3			1	1	1	2.90	.81**			2	4	2			1	1	3.09	1.28**	-.19

A - response

There is a narrow range of importance placed on this function by city planners and mayors. It ranges the full width of the scale for chairman. City planners mean importance rating was 2.09, slightly below 'very important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 1.81. The difference in means is .28 which is not significant. Chairmen perceived city planners as placing a lower importance on this function. Their mean score was 2.90. The difference in means is .81, significant at the .05 level.

Within cities there is one city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 8, 9, 10 and 11.

B - response

The range of importance in B is narrow for city planners and mayors, and extremely wide for chairmen. The mean importance rating by city planners was 1.81, somewhat above 'very important'. The mean score for mayors was 2.00. The difference in means is .19 which is not significant. The mean score for

chairman was 3.09. The difference in means is 1.28, significant at the .05 level.

Within cities there are no cities between city planners and mayors with a large discrepancy. Between city planners and chairmen there are 2 cities, 11 and 12, with a very large discrepancy.

Comparison of A and B responses

The mean importance increased for city planners only. The difference of means is .28 which is not significant. The mean importances for mayors and chairmen were the same at -.19 for each type which is not significant.

Within cities the total discrepancy decreased from 11 in A to 8 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 21 in A to 18 discrepancy units in B. The number of cities with large discrepancy decreased from 1 in A to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased, from 4 in A to 2 cities in B.

Item 231...to influence the city manager where it concerns planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	2		1			3.00			4	3	3					1.90		1.10**
M	1	2		1	1			2.80	.21		3	4	2		1			2.30	.40	.50
C	3			2				2.20	.80**		1	3	3	1		1	1	3.30	1.40**	-1.10**

A - response[1]

The range is wide for city planners and mayors. The mean importance rating by city planners was 3.00, 'important'. Mayors accurately perceived the importance placed by city planners on this function. Their mean score was 2.80. The difference in mean is .21 which is not significant. Chairmen perceived city planners as placing more importance on this function. Their mean score was 2.20. The difference in means is .80, significant at the .05 level.

Within cities there are 2 cities, 7 and 10, with a large discrepancy between city planners and mayors. There are no large discrepancies between city planners and chairmen.

B - response

The range of scores is narrow for city planners only. The mean importance rating for city planners was 1.90, slightly above 'very important'. The mean score for mayors was 2.30. The difference in means is .40 which is not significant. The

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[1]Note that there are only five replies for the A-response. Only those cities with a city manager were able to answer this response. In B there are only ten replies due to refusals to answer.

mean score for chairmen was 3.30. The difference in means is 1.40, significant at the .05 level.

Within cities there are no large discrepancies between city planners and mayors. There are 3 cities, 10, 11 and 12, with a large discrepancy between city planners and chairmen.

Comparison of A and B response

In changing from the A to B response, the means of city planners and mayors increased in importance. The difference of means for the city planners was 1.10, significant at the .05 level. The difference of means for the mayors was .50 which is not significant. The difference of means for the chairmen decreased. It was -1.10, significant at the .05 level.

Within cities the total discrepancy decreased from 11 in A to 4 in B between city planners and mayors. However between city planners and chairmen it increased from 8 in A to 19 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. However between city planners and chairmen it increased from no cities in A (for 5 cities only) to 3 cities in B; 2 of these cities in B did not appear in the calculation in A, so the net increase would be 1 city in B.

Item 232...to influence city council members where it concerns planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	3	5	1	1			2.81			2	7	2					2.00		.81**
M	3	3	2	2	1			2.54	.27		3	3	4		1			2.45	.45*	.09
C	3	5		2			1	2.54	.27		1	5	2		1	1	1	3.18	1.18**	-.64**
								2.63												

A - response

There is a wide range of importance placed on this function by all three types. The mean importance rating of the city planners was 2.81, somewhat above 'important'. Both mayors and chairmen accurately perceived the importance placed on this function by city planners, and their means scores coincided at 2.54. The difference of means is .27 which is not significant.

The mean of mean importance for this function by all types is 2.63, considerably above 'important'.

Within cities there is only 1 city, 8, between city planners and mayors with a large discrepancy. There is also 1 such city, 11, between city planners and chairmen.

B - response

The range of importance is very narrow in B for city planners. Their mean importance rating was 2.00, 'very important'. The mean score for a mayors was 2.45. The difference in means is .45, significant at the .10 level. The mean score for chairmen was 3.18. The difference in means is 1.18, significant at the .05 level.

Within cities 1 city, 9, has a large discrepancy between city planners and mayors. There are 3 such cities, 10, 11 and 12, between city planners and chairmen.

Comparison of A and B responses

The mean importances of city planners and mayors increased in B. The difference of means for city planners was .81, significant at the .05 level. The difference of means for mayors was .09 which is not significant. The difference of means for chairmen decreased. It was -.64 and is significant at the .05 level.

Within cities the total discrepancy between city planners and mayors decreased from 15 in A to 7 in B. Between city planners and mayors it increased from 15 in A to 19 discrepancy units in B. The number of cities with a large discrepancy is 1 in A and 1 in B between city planners and mayors. Between city planners and chairmen it increased from 1 in A to 3 cities in B.

Item 233...to influence the school board chairman where it concerns planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	1	3	2	1	2	1	4.0					4	5	1	1		2.90		1.10**
M	2	3		2	3	1		3.36	.64*		2	3	4		1	1		2.81	.09	.55*
C	1		3	5	1		1	3.81	.19		1	2	4	1	1	1	1	3.54	.64*	.27

A - response

The range of importance is very wide for this function by all types. Their mean importance rating was 4.00, 'average importance'. Chairman accurately perceived the importance placed on this function by city planners. The mean score was 3.81. The difference in means is .19 which is not significant. Mayors perceived city planners as placing less importance on this function. Their mean score was 3.36. The difference of means is .64, significant at the .10 level.

Within cities there are 4 cities, 2, 3, 8, and 11, with a large discrepancy between city planners and mayors, and between city planners and chairmen there are 5 such cities, 1, 3, 8, 9 and 12.

B - response

The range of importance is narrower for city planners than it is for the others. The mean importance rating for the city planners was 2.90, slightly above 'important'. The mean score for mayors was 2.81. The mean difference is .09 which is not significant. The mean score for chairmen was 3.54. The mean difference is .64, significant at the .10 level.

Within cities there is only one city, 9, with a large discrepancy and it occurs between city planners and mayors.

Comparisons of A and B responses

The mean importances increased in B for all three types. The difference in means for city planners is 1.10, significant at the .05 level. The difference of means for mayors is .55, significant at the .10 level. The difference of means for chairmen is .27, not significant.

Within cities the total discrepancies decreased from 21 in A to 13 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 24 in A to 13 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 1 in B between city planners and mayors; between city planners and chairmen it also decreased, from 5 in A to no cities in B.

Item 234...to influence the hospital board chairman where it concerns planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	2	1		4	2	4.72				1	5	3	1		1	3.72		1.0**
M		3	1	1	3	3		4.18	.54**		3	1	4	1	1	1		2.90	.82**	1.28**
C		1	2	4	1	1	1	4.45	.27		1	2	2	2		3	1	4.00	.28	.45*

A - response

There is a wide range of importance placed on this function by all types. City planners mean importance rating was 4.72, somewhat above 'less than average'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 4.45. The difference of means is .27 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 4.18. The difference of means is .54, significant at the .05 level.

Within cities there are 3 cities, 3, 8, and 11, with a large discrepancy between city planners and mayors. There are 4 such cities, 3, 4, 9 and 12, between city planners and chairmen.

B - response

The range of importance in B is very wide. The mean importance rating by city planners was 3.72, somewhat above 'average'. The mean score for chairmen was 4.00. The difference of means is .28 which is not significant. The mean score for mayors was 2.90. The difference of means is .82,

significant at the .05 level.

Within cities there are 2 cities, 8 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is only 1 city, 10.

Comparison of A and B responses

The mean importance increased significantly in B for all three types. The difference in means for city planners was 1.00, significant at the .05 level. The difference in means for the mayors was 1.28, also significant at the .05 level. The difference in means for chairmen was .45, significant at the .10 level.

Within cities the total discrepancy decreased from 22 in A to 19 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 23 in A to 15 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to 2 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 4 in A to 1 city in B.

Item 235...to influence policy makers.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2		4	4	1			3.18			1	7	2					2.54		.61
M	4	4	1	1	1			2.18	1.00**		3	2	2		1	1	2	3.45	.91*	-1.27**
C	1	3	2	1	1	1	2	3.81	.63			3	1	4		1	2	4.09	1.55**	-.28

A - response

The range of importance placed on this function by city planners and mayors is very wide, and is extremely wide for chairmen. The mean importance rating for city planners was 3.18, below 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.81. The difference in means is .63 which is not significant at the .10 level. Mayors perceived city planners as placing a greater importance on this function. Their mean score was 2.18. The difference in means is 1.00, significant at the .05 level.

Within cities there are 2 cities, 2 and 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 11.

B - response

The range of importance is also very wide in B. The mean importance rating of the city planners was 2.54, midway between 'important' and 'very important'. The mean score of mayors was 3.45. The difference of means is .91, significant at the .10 level. The mean score of chairmen was 4.09. The difference

in means is 1.55, significant at the .05 level.

Within cities there are 5 cities, 2, 7, 9, 10 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 3 and 11.

Comparison of A and B responses

In changing from the A to B framework, the mean importance increased for city planners only. The difference in means was .61 which is not significant. The difference in means for chairmen decreased. It was -.28 which is also not significant. The difference of means for mayors decreased. It was -1.27, significant at the .05 level.

Within cities the total discrepancy increased from 19 in A to 26 in B between city planners and mayors. Between city planners and chairmen it also increased, from 17 to 19 discrepancy units in B. The number of cities with a large discrepancy increased from 2 in A to 5 in B between city planners and mayors. Between city planners and chairmen it also increased, from 1 in A to 2 cities in B.

Item 236...to influence action to be taken by city government on matters relating to planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	2	6	2				2.81			2	8					1	2.27		.54**
M	5	2	1	1	1	1		2.45	.36		3	1	3	2				3.09	.82**	-.64**
C	1	4	3	2	1			2.81	.00		1	2	6	1			1	3.09	.82**	-.28
								2.56												

A - response

The range of importance placed on this function by city planners and relevant others is wide. The mean importance rating of city planners was 2.81, above 'important'. Both chairmen and mayors accurately perceived the importance placed on this function by the city planners. The mean score for chairmen coincided with city planners at 2.81. There is no difference in the means and therefore no significance. The mean scores for mayors was 2.45. The difference in means is .36 which is not significant.

The mean of means importances for this function is 2.56, approximately midway between 'very important' and 'important'.

Within cities there are 2 cities, 2 and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 1.

B - response

The range of importance is wider in B than in A. The mean importance rating by city planners was 2.27, somewhat below 'very important'. The mean scores for mayors and chairmen are

the same at 3.09. The difference in means is .82 which is significant at the .05 level.

Within cities there are 4 cities, 2, 7, 9 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are no cities with large discrepancies.

Comparison of A and B responses

The mean importance increased for city planners only. Their difference in means was .54, significant at the .05 level. The difference of means for mayors decreased. It was -.64, also significant at the .05 level. The difference of means for the chairmen decreased. It was -.28 which is not significant.

Within cities the total discrepancy between city planners and mayors increased from 18 in A to 23 units in B. Between city planners and chairmen it decreased slightly, from 10 in A to 9 units in B. The number of cities with a large discrepancy increased from 2 in A to 4 in B between city planners and mayors. Between city planners and chairmen it decreased from 1 in A to no cities in B.

Item 237...to make policy decisions on planning matters.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			3	1	4		1	2	4.09					4	1	1	2	1	2	4.09		.00
M	1	3	4	2	1				2.90	1.19**	1	2	1	2	2	1	3	4.63	.54	-1.73**
C	1	4	2	1	1			2	3.45	.64*	1		2	2	1	1	4	4.90	.81**	-1.45**

A - response

There is a very wide range of importance placed on this function as indicated by the scores of city planners and chairmen. City planners mean importance rating was 4.09, slightly below 'average importance'. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 3.45. The difference of means was .64, significant at the .10 level. Mayors also perceived city planners as placing greater importance on this function. Their mean score was 2.90. The difference of means was 1.19, significant at the .05 level.

Within cities there are 3 cities, 1, 4, and 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 1, and 11.

B - response

There is an even wider range of scores in B regarding what the importance of this function should be. The mean importance of city planners remained at 4.09, below 'average' despite a shift in the mode. The mean score for mayors was 4.63. The difference of means is .54 which is not significant. The mean

score for chairmen was 4.90. The difference in means is .81, significant at the .05 level.

Within cities there are 3 cities, 4, 7 and 9, with large discrepancies between city planners and mayors. Between city planners and chairmen there are 4 such cities, 1, 2, 3 and 11.

Comparison of A and B responses

There is no change of importance between city planners from A to B. Both chairmen and mayors place a decreased importance on this function in B. The mean score for chairmen is -1.45, significant at the .05 level. The mean score for mayors is -1.73, also significant at the .05 level.

The within cities total discrepancy increased from 21 in A to 24 in B between city planners and mayors. Between city planners and chairmen it also increased, from 15 in A to 27 discrepancy units in B. The number of cities with a large discrepancy is 3 cities in A and 3 in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 4 cities in B.

Item 238...to help establish this cities policy objectives with regard to planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3						7	2.72			4						7	1.63		1.09**
M	4	5	2					1.81	.91**		2	4	4	1				2.36	.73**	-.55*
C	5	3	2				1	2.18	.54*		1	5	4			1		2.63	1.00**	-.45

A - response

The range of importance placed in this function is narrow for city planners and mayors. The mean importance rating of city planners was 2.72, somewhat above 'important'. Both chairmen and mayors perceived city planners as placing greater importance on this function. The mean score for chairmen was 2.18. The difference in means is .54, significant at the .10 level. The mean score of mayors was 1.81. The difference in means was .91, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and chairmen. Between city planners and mayors there is 1 such city, 7, with a large discrepancy.

B - response

The range of importance for this function is very narrow for city planners. Their mean importance rating was 1.63, considerably above 'very important'. The mean importance score for mayors was 2.36. The difference in means was .73, significant at the .05 level. The mean importance score for chairmen was 2.63. The difference in means was 1.00, also significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 7.

Comparison of A and B responses

The mean importance increased for city planners only. Their difference in means was 1.09, significant at the .05 level. The means for both chairmen and mayors decreased in importance in B. The difference in means for chairmen was -.45 which is not significant. The difference in means for mayors was -.55, significant at the .10 level.

Within cities the total discrepancy between city planners and mayors decreased from 14 in A to 8 units in B. Between city planners and chairmen the total discrepancy increased from 12 in A to 14 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased, from no cities in A to 1 in B.

Item 239...to provide council with alternatives to policy on planning matters.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	4	1	1	1		3.18			2	7	2					2.0		1.18**
M	2	2	4	2		1		2.90	.28		2	6	2	1				2.18	.18	.72**
C	1	4	2	2	1	1		3.09	.09		1	3	4	1	1	1		3.09	1.09**	.00
								3.06												

A - response

There is a wide range of importance placed on this function by all types. The mean importance rating by city planners was 3.18, below 'important'. Both chairmen and mayors accurately perceived the importance placed on this function by city planners. The mean score for chairmen was 3.09. The difference in means was .09 which is not significant. The mean score for mayors was 2.90. The difference in means was .28, also not significant.

The mean of mean importances for this function is 3.06, slightly below 'important'.

Within cities there is 1 city, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 1 and 8.

B - response

There is a much narrower range of importance for city planners and mayors in B. The mean importance rating for city planners was 2.0, 'very important'. The means scores for mayors was 2.18. The difference in means was .18 which is not

significant. The mean score for chairmen was 3.09. The difference in means was 1.09, significant at the .05 level.

Within cities there are no cities and with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 3 and 7, with a large discrepancy.

Comparison of A and B responses

In changing from the A to B framework, the mean importance increased for city planners and mayors, and there was no change for chairmen. The difference of means for city planners is 1.18, significant at the .05 level. The difference of means for mayors is .72, also significant at the .05 level.

Within cities the total discrepancy decreased from 13 in A to 6 in B between city planners and mayors. Between city planners and chairmen it increased from 13 in A to 18 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 city in A to no cities in B between city planners and mayors. Between city planners and chairmen there are 2 cities in A and 2 in B.

Item 240...to evoke goal statements from elected city officials i.e., to get firm promises from them concerning their future efforts regarding planning matters.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	4	1	2	2		3.81				7	3		1			2.54		1.27**
M	2	1	4	2	1	1		3.18	.63		2	2	2	1		4		3.63	1.09**	-.45
C		3		5	1	1	1	4.00	.19			2	3	2		2	2	4.27	1.73**	-.27
								3.66												

A - response

There is a very wide range of importance placed on this function as indicated by the scores for all types. The mean importance rating for city planners was 3.81, above 'average importance'. Both chairmen and mayors accurately perceived the importance placed on this function by city planners. The mean score for chairmen was 4.00. The difference in means was .19 which is not significant. The mean score for mayors was 3.18. The difference in means was .63 which is also not significant at the .10 level.

The mean of mean importances placed on this function by all types is 3.66, considerably above 'average importance'.

Within cities there are 4 cities, 3, 7, 8, and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 3, 4, and 5.

B - response

The range of importance is narrower in B for city planners but is unchanged for the others. The mean importance rating for city planners was 2.54, midway between 'important' and

'very important'. The mean score for mayors in this function was 3.63. The difference in means was 1.09, significant at the .05 level. The mean score for chairmen was 4.27. The difference in means was 1.73, also significant at the .05 level.

Within cities there are 5 cities, 2, 8, 10, 11, and 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 3, 5, 11 and 12.

Comparison of A and B responses

The mean importances for this function increased for city planners only. The difference of means for city planners was 1.27, significant at the .05 level. The difference of means for chairmen decreased. It was -.27 which is not significant. The difference of means for mayors also decreased. It was -.45, also not significant.

Within cities the total discrepancy between city planners and mayors increased from 19 in A to 22 in B. Between city planners and chairmen it also increased, from 18 in A to 25 discrepancy units in B. The number of cities with a large discrepancy also increased between city planners and mayors from 4 in A to 5 in B. Between city planners and chairmen, it also increased, from 3 in A to 4 cities in B.

Item 241...to plan 'by response'; i.e., where the response is for the planner to wait for proposals and suggestions to come in from the public. His response is to 'monitor, guide, and coordinate' these proposals through the planning process.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		3	2	2	3	1		3.72						7	1	1	1	3.90		.18
M		2	2	3	3	1		3.90	.18				2	4	1		2	2	4.18	.28	-.20
C		1	2	2	3	3		4.45	.73**				2	4	3		1	1	3.72	.18	.73**
																			3.93		

A - response

There is a wide range of importance placed on this function by all three types. City planners mean importance rating was 3.72, somewhat above 'average importance'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 3.90. The difference in means was .18 which is not significant. Chairmen perceived the city planners as placing less importance on this function. Their mean score was 4.45. The difference in means was .73, significant at the .05 level.

Within cities there are 2 cities, 7 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 1, 2, 9 and 10.

B - response

The range of importance of what this function should be is wider in B for mayors and chairmen. The mean importance rating for city planners was 3.90, slightly above 'average importance'. The mean score for chairmen is 3.72. The difference of means

is .18 which is not significant. The mean score for mayors is 4.18. The difference of means is .28 which is also not significant.

The mean of mean importances for all types was 3.93, slightly above 'average'.

Within cities there are 5 cities, 1, 2, 3, 7 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 1 and 7.

Comparison of A and B responses

The mean importance decreased for both city planners and mayors. The difference of means for city planners is .18 which is not significant. The difference of means for mayors is -.20, also not significant. The difference of means for chairmen is .73, significant at the .05 level.

Within cities the total discrepancies between city planners and mayors increased from 18 in A to 23 in B. Between city planners and chairmen it decreased from 18 in A to 14 discrepancy units in B. The number of cities with a large discrepancy increased from 2 in A to 5 in B between city planners and mayors. Between city planners and chairmen it decreased from 4 in A to 2 cities in B.

Item 242...to plan 'by design' i.e., where the deisgn approach is for the planner to be aggressive and take the initiative. He leads city officials and other persons such as the significant decision makers through the planning process by deliberate intent.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	3	4		2	1		3.18			3	5	2		1			2.18		1.0**
M	5	2	4					1.90	1.28**		5	2	3	1				2.00	.18	-.10
C	2	5	4					2.18	1.00**		4	2	2	2		1		2.54	.36	-.36
																		2.24		

A - response

The range of importance is wide for city planners only. Their mean importance rating was 3.18, somewhat below 'important'. Both the chairmen and mayors perceived city planners as placing greater importance on this function, and both differ significantly. The mean score for chairmen was 2.18. The difference of means was 1.00, significant at the .05 level. The mean score for mayors was 1.90. The difference of means was 1.28, also significant at the .05 level.

Within cities there are 3 cities, 3, 7, and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 7 and 8.

B - response

The range of importance is wide in the B response. The mean importance rating by the city planners was 2.18, somewhat below 'very important'. The mean score for mayors was 2.00. The difference in means was .18 which is not significant. The mean score for chairmen was 2.54. The difference in means was

.36 which is also not significant.

The mean of mean importances for this function was 2.24, somewhat below 'very important'.

Within cities there is 1 city, 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is also 1 city, 5.

Comparison of A and B responses

The mean importance increased for city planners only. The difference of means for the city planners is 1.0, significant at the .05 level. The difference of means for mayors was -.10 and for chairmen it was -.36; neither are significant at the .10 level.

Within cities the total discrepancy between city planners and mayors decreased from 20 in A to 12 in B. Between city planners and chairmen it increased from 11 in A to 16 discrepancy units in B. The number of cities with large discrepancy between city planners and mayors decreased from 3 in A to 1 in B. Between city planners and chairmen it decreased from 2 in A to 1 city in B.

significant at the .05 level. Within cities there are 2 cities, 2 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 7 and 12.

Comparison of A and B responses

The mean importance increased for both city planners and for chairmen. The difference of means for city planners was 1.28, significant at the .05 level. The difference of means for chairmen is .09 which is not significant. The difference of means for mayors decreased. It was -.73, significant at the .10 level.

Within cities the total discrepancy decreased from 23 in A to 17 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 16 in A to 11 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 1 city in B between city planners and mayors. It remained constant at 2 cities in A and 2 in B between city planners and chairmen, but for different cities in B.

Item 243...to point out the ugly features of the city.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	2	4			4.09			2	2	4	2	1			2.81		1.28**
M	2	3	3	2	1			2.72	1.37**		1	2	4	2		1	1	3.45	.64*	-.73*
C		2	3	4		2		3.72	.37		1	1	3	3	2	1		3.63	.82**	.09

A - response

The range of importance for this function is very wide for all types. The mean importance rating by city planners was 4.09, slightly below 'average importance'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.72. The difference of means was .37 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.72. The difference in means was 1.37, significant at the .05 level.

Within cities there are 4 cities, 3, 7, 8, and 11, with a large discrepancy between the city planners and mayors. Between city planners and chairmen there are 2 such cities, 8 and 9.

B - response

The range remains wide in B for all types. The mean importance rating for city planners was 2.81, somewhat above 'important'. The mean score for mayors was 3.45. The difference in means was .64, significant at the .10 level. The mean score for chairmen was 3.63. The difference in means was .82,

Item 244...to ascertain community values on planning matters.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	2	2	1	2		3.54				7	2	2				2.54		1.0**
M	2	2	4	2		1		2.90	.64**		1	4	3	3				2.72	.18	.18
C	1	5	4	1				2.45	1.09**		2	5	2		1	1		2.63	.09	-.18
																		2.63		

A - response

The range of importance is very wide for city planners and mayors. The mean importance rating for city planners was 3.54, approximately midway between 'important' and 'average importance'. Both mayors and chairmen perceived city planners as placing greater importance on this function and both differ significantly. The mean score for mayors was 2.90. The difference of means was .64, significant at the .05 level. The mean score for chairmen was 2.45. The difference of means was 1.09, also significant at the .05 level. Within cities there are 3 cities, 3, 7, and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 cities, 3, 7 and 12.

B - response

The range is narrow for city planners in B. The mean importance rating of city planners was 2.54, approximately midway between 'important' and 'very important'. The mean score for chairmen was 2.63. The difference in means was .09 which is not significant. The mean score for mayors was 2.72. The difference in means was .18 which is also not significant.

The mean of mean importances for this function among all types was 2.63, considerably above 'important'.

Within cities there are no cities with large discrepancies between city planners and mayors, and the total discrepancy is minor. Between city planners and chairmen there are 2 such cities, 2 and 7.

Comparison of A and B responses

In changing from the A to B framework, the mean importance increased for both city planners and mayors. The difference in means for city planners is 1.0, significant at the .05 level. The difference in means for mayors is .18 which is not significant. The difference in means for chairmen decreased. It was -.18, also not significant.

Within cities the total discrepancies decreased from 21 in A to 8 units in B between city planners and mayors. Between city planners and chairmen it increased from 14 in A to 15 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to none in B between city planners and mayors. Between city planners and chairmen it decreased from 3 in A to 2 cities in B.

Item 245...to identify development goals regarding planning matters.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	3	4	2			1	3.00			3	7	1					1.81		1.19**
M	4	3	4					2.00	1.00**		3	5	3					2.00	.19	.00
C	2	4	5					2.27	.73**		2	5	3	1				2.27	.46	.00
																		2.03		

A - response

The range of importance for city planners is very wide for this function. It is narrow for the others. Their mean importance rating was 3.00, 'important'. Both chairmen and mayors perceived the city planners as placing greater importance on this function and to a highly significant degree. The mean score for chairmen was 2.27. The difference in means is .73, significant at the .05 level. The mean score for mayors was 2.00. The difference in means is 1.00, also significant at the .05 level.

Within cities there are 3 cities, 3, 7, and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 7.

B - response

The range of importance for the city planner is narrow in B. The mean importance rating for city planners was 1.81, somewhat above 'very important'. The mean score for mayors was 2.00. The difference of means is .19 which is not significant. The mean score for chairmen was 2.27. The difference

of means is .46 which is also not significant at the .10 level.

The mean of mean importances for this function types is 2.03, slightly below 'very important'.

Within cities there are no cities with a large discrepancy, either between city planners and mayors, or between city planners and chairmen.

Comparison of A and B responses

The mean importance increased for city planners only. The difference in means is 1.19, significant at the .05 level. There was no change of means between A and B for mayors or chairmen, and hence there is no difference or significance.

Within cities the total discrepancy decreased from 15 in A to 6 in B between city planners and mayors. Between city planners and chairmen it decreased from 14 in A to 11 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased, from 1 in A to no cities in B.

Item 246...to be a 'goal maker'; i.e., by helping define civic planning goals and objectives.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	2	2	3	1			2.72			6	4	1					1.54		1.18**
M	4	6	1					1.72	1.00**		5	1	5					2.00	.46	-.28
C	3	2	2	1	1	2		3.09	.37		3	3	4				1	2.54	1.00**	.55*

A - response

The range of importance placed on this function is very wide for city planners and chairmen. The mean importance rating for city planners was 2.72, considerably above 'very important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.09. The difference in means is .37 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 1.72. The difference of means is 1.00, significant at the .05 level.

Within cities there are 2 cities, 8 and 9, with large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 4, 5, and 8.

B - response

The range of importance is narrow in B for all types. The mean importance rating of city planners was 1.54, midway between 'very important' and 'one of the most important'. The mean score for mayors was 2.00. The difference of means is .46 which is not significant at the .10 level. The mean score for chairmen was 2.54. The difference of means is 1.00,

significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 7.

Comparison of A and B responses

The mean importances increased for city planners and chairmen in B. The mean importance rating for city planners was 1.18, significant at the .05 level. The mean score for chairmen is .55, significant at the .10 level. The mean score for mayors decreased. It was -.28 which is not significant.

Within cities the total discrepancy decreased from 17 in A to 11 in B between city planners and mayors. Between city planners and chairmen it also decreased from 20 in A to 15 in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen it was from 3 in A to 1 city in B. This city did not appear in A.

Item 247...to save the central business district from stagnation through the application of planning techniques.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	4	2			1	3.18		
M	6	3	1	1				1.72	1.46**	
C	4	3	2	2				2.18	1.00**	

B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	5	3	1			2.27		.91**
M		5	5	1				1.63	.64**	.09
C		1	5	4			1	2.63	.36	-.45

A - response

There is a very wide range of importance placed in this function by city planners. Their mean importance rating is 3.18, somewhat below 'important'. Both chairmen and mayors perceived city planners as placing greater importance on this function. The mean score for chairmen was 2.18. The difference of means is 1.00, significant at the .05 level. The mean score for mayors was 1.72. The difference in means was 1.46, also significant at the .05 level.

Within cities there are 2 cities, 3 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 8.

B - response

The range of scores wide in B for city planners. The mean importance rating of the city planner was 2.27, considerably below 'very important'. The mean score for chairmen was 2.63. The difference in means is .36 which is not significant. The mean score for mayors was 1.63. The difference in means is .64, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 9.

Comparison of A and B responses

In changing from the A to B framework, the mean importance increased for city planners and for mayors. The difference in means for city planners was .91, significant at the .05 level. The difference in means for mayors was .09 which is not significant. The difference in means for chairmen decreased. It was -.45, which is also not significant at the .10 level.

Within cities the total discrepancy decreased from 16 in A to 7 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 13 in A to 12 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen it was 1 city in A and B also.

Item 248...to direct planning for the reconstruction of the city following natural disasters such as major fires, floods, and tornadoes.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	2		3	2	4.63				7	2	1	1			2.63		2.00**
M	1	2	4	1	2		1	3.45	1.18**		1	3	2	1	2	2		3.54	.91**	-.09
C			2	3	2	1	3	5.00	.37			2	2		2	3	2	4.72	2.09**	.28

A - response

The ranges of importance are very wide for all three types. The mean importance rating for city planners was 4.63, considerably above 'less than average importance'. Chairmen accurately perceived the importance city planners placed on this function. Their mean score was 5.00. The difference in means is .37 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 3.45. The difference in means is 1.18, significant at the .05 level.

Within cities there are 4 cities, 3, 7, 8 and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 6 such cities, 3, 4, 7, 8, 9 and 12.

B - response

The range of importance in B is also very wide with the exception of the city planners. The distribution of scores for the mayors and chairmen are almost random. The mean importance rating for city planners was 2.63, considerably above

'important'. The mean score for mayors was 3.54. The difference in means is .91, significant at the .05 level. The mean score for chairmen was 4.72. The difference in means is 2.09, also significant at the .05 level.

Within cities there are 2 cities, 2 and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 6 such cities, 2, 5, 8, 10, 11 and 12.

Comparison of A and B responses

The mean importance for this function increased for city planners and chairmen. The difference of means for city planners was 2.00, significant at the .05 level. The difference of means for the chairmen is .28 which is not significant. The difference of means for the mayors decreased. It was -.09 which is not significant.

Within cities the total discrepancies decreased from 23 in A to 18 in B between city planners and mayors. Between city planners and chairmen it increased from 24 in A to 25 discrepancy units in the B. The number of cities with a large discrepancy decreased from 4 in A to 2 in B between city planners and mayors. Between city planners and chairmen it remained at 6 in A and in B.

Item 249...to make city council aware of potential errors in planning or planning policy.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			5	5		1		2.72					3	5	2	1		2.09		.63*
M		2	5	3		1		2.36	.36				5	4	1	1		1.81	.28	.55*
C		5	4	1	1			1.81	.91**				2	4	3	1	1	2.54	.45	-.73**
																		2.15		

A - response

The range of importance placed on this function by city planners is wide as indicated by the scores. The mean importance rating of city planners was 2.72, considerably above 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.36. The difference in means is .36 which is not significant at the .10 level. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 1.81. The difference of means is .91, significant at the .05 level.

Within cities there is 1 city, 12, with a larger discrepancy between city planners and mayors, and 1 city, 10, between city planners and chairmen.

B - response

The range of importance for city planners is also wide in B. The mean importance rating for city planners was 2.09, slightly below 'very important'. The mean score for mayors was 1.81. The difference in means was .28 which is not significant. The mean score for chairmen was 2.54. The difference in means was .45 which is also not significant.

The mean of means for this function is 2.15, somewhat below 'very important'.

Within cities there is 1 city, 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is also 1 city, 10.

Comparison of A and B responses

The mean importances increased in B for city planners and mayors. The difference in means for city planners was .63, significant at the .10 level. The difference in means for mayors was .55, significant at the .10 level. The difference for chairmen decreased. It was -.73, significant at the .05 level.

Within cities the total discrepancy decreased from 10 in A to 7 in B between city planners and mayors. Between city planners and chairmen it increased from 14 in A to 15 discrepancy units in B. The number of cities with a large discrepancy was 1 in A and 1 in B between city planners and mayors. Between city planners and chairmen it decreased from 1 in A to no city in B.

Item 250...to prevent costly mistakes from being made by the city.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	3	5	2				2.72			4	4	3					1.90		.82**
M	5	3	3					1.81	.91**		6	3	2					1.63	.27	.18
C	5	4	1			1		2.00	.72**		3	7	1					1.81	.09	.19
																		1.78		

A - response

The range of importance placed on this function is wide for city planners. The mean importance rating for city planners was 2.72, considerably above 'important'. Both chairmen and mayors perceived city planners as placing greater importance on this function, and the differences for both are highly significant. The mean score for chairmen was 2.00. The difference in means is .72, significant at the .05 level. The mean score for mayors was 1.81. The difference in means is .91, also significant at the .05 level.

Within cities there are 2 cities, 3 and 5, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 3 and 5.

B - response

The range of importance is narrow for all types in B. The mean importance rating for city planners was 1.90, slightly above 'very important'. The mean scores for chairmen was 1.81. The difference in means is .09 which is not significant. The mean scores for mayors was 1.63. The difference in means was

.27 which is also not significant.

The mean of means for this function was 1.78, somewhat above 'very important'.

Within cities there are no cities with a large discrepancy. The total discrepancy between city planners and mayors is 7 discrepancy units, and is lower than between city planners and chairmen which is 11.

Comparison of A and B responses

The mean importance increased for all types in B. The difference in means for city planners was .82, significant at .05 level. The difference in means for mayors was .18 and for chairmen it was .19, neither of which are significant at the .10 level.

Within cities the total discrepancy decreased from 12 in A to 7 in B between city planners and mayors. Between city planners and chairmen it decreased from 18 in A to 11 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased from 2 in A to no cities in B.

Item 251...to advocate proposals for redevelopment.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		6	1	2	2			3.0			2	5	2	1	1			2.45		.55**
M	2	4	4		1			2.45	.55**		2	6	3					2.09	.36**	.36**
C	5	1	4		1			2.18	.82**		3	5	3					2.00	.45**	.18

A - response

There is a wide range of importance placed on this function by all three types. The mean importance rating of city planners was 3.0, 'important'. Both mayors and chairmen perceived city planners as placing greater importance on this function. The mean score for mayors was 2.45. The difference of means is .55, significant at the .05 level. The mean score for chairmen was 2.18. The difference of means is .82, significant at the .05 level.

Within cities there are 3 cities, 3, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 7.

B - response

The range of importance is very wide in B for the city planner only. The mean importance rating of city planners was 2.45, midway between 'important' and 'very important'. The mean score for mayors was 2.09. The difference in means is .36, significant at the .05 level. The mean score for chairmen was 2.00. The difference in means is .45, also significant at the .05 level.

Within cities there is 1 city, 3, with a large discrepancy between city planner and mayor. Between city planners and chairmen there are 3 such cities, 3, 8, and 12.

Comparison of A and B responses

The mean importance increased in B for all three types. The difference in means for city planners was .55, significant at the .05 level. The difference in means for mayors was .36, also significant at the .05 level. The difference in means of chairmen was .18 which is not significant.

Within cities the total discrepancy decreased from 12 in A to 10 in B between city planners and mayors. Between city planners and chairmen the totals also decreased from 18 in A to 13 in B. The number of cities with a large discrepancy was 1 city each in A and in B between city planners and mayors. Between city planners and chairmen it decreased from 3 in A to 2 cities in B.

Item 252...to raise new planning issues and programs locally, i.e., as they may come out of Washington.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	4	2	2	1		3.63					3	6	1	1		3.00		.63**
M	1		4	3	2	1		3.72	.09		1	1	5	3	1			3.18	.18	.54**
C	1	1	2	3	2	2		3.90	.27		1	3	5	1	1			2.81	.19	1.09**
								3.75										3.00		

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 3.63, considerably above 'average importance'. Both mayors and chairmen accurately perceived the importance placed on this function by city planners. The mean score for mayors was 3.72. The difference of means was .09 which is not significant. The mean score for chairmen was 3.90. The difference of means was -.27 which is also not significant.

The mean of mean scores for all three types is 3.75, somewhat above 'average importance'.

Within cities there is only 1 city, 7, with a large discrepancy. It occurs between the city planner and mayor.

B - response

The range of importance is not as wide for city planners in B. The mean rating for city planners was 3.00, 'important'. The mean score for mayors was 3.18. The difference in means was .18 which is not significant. The means score for chairmen was 2.81. The difference in means was .19 which is not

significant.

The mean of mean scores is 3.00, 'important'.

Within cities there is 1 city, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is also 1 city, 10.

Comparison of A and B responses

In changing from the A to B response, the mean importance increased to a highly significant extent for all three types. The difference of means for the city planners was .63, significant at the .05 level. The difference of means for mayors was .54, also significant at the .05 level. The difference of means for chairmen was 1.09, also significant at the .05 level.

Within cities the total discrepancy decreased from 17 in A to 12 in B between city planners and mayors. Between city planners and chairmen the total increased from 11 in A to 12 discrepancy units in B. The number of cities with a large discrepancy remained at 1 in A and 1 in B between city planners and mayors. However it increased from no cities in A to 1 in B between city planners and chairmen.

Item 253...to solicit funds and aid programs from state and federal agencies.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	2	4	1	1	1	1	3.54				5	4	1	1			2.81		.73**
M	2	3	2	2	1	1		3.00	.54*		2	1	5	1		2		3.18	.37	-.18
C	3	1	2	1	1	1	2	3.63	.09		1	3	1	3			2	3.90	1.09**	-.27

A - response

The ranges of importance placed on this function are extremely wide. The mean importance rating for city planners was 3.54, midway between 'important' and 'average importance'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.63. The difference in means is .09 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 3.00. The difference in means is .54, significant at the .10 level.

Within cities there are 4 cities, 3, 5, 8 and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 such cities, 3, 4, 5, 7 and 11.

B - response

The range of importance for this function for city planners is much narrower in B than in A. The mean importance rating for city planners was 2.81, somewhat above 'important'. The mean score for mayors is 3.18. The difference in means is .37 which is not significant. The mean score for chairmen is

3.90. The difference in means is 1.09, significant at the .05 level.

Within cities there are 2 cities, 4 and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 2, 4, 11.

Comparison of A and B responses

Only the mean importances of the city planners increased in B. The difference in means is .73, significant at the .05 level. The difference of means for chairmen was -.18, and the difference of means for mayors was -.27, neither of which are significant at the .10 level.

Within cities the total discrepancy decreased from 20 in A to 16 in B between city planners and mayors. Between city planners and chairmen it decreased from 27 in A to 20 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 2 in B between city planners and mayors. Between city planners and chairmen it decreased from 5 in A to 3 cities in B.

Item 254...to adjust planning programs to the hopes and fears, likes and dislikes of elected city officials.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	1	2	4	2	1		3.72				2	1	1	4	2	1	4.54		-.82**
M	1		4	1	3		1	4.18	.46		1	1	2	1	2	1	3	4.54	.00	.36
C			1	1	3	1	5	5.72	2.00**		1			1	2	1	6	5.72	1.18**	.00

A - response

The range of importance is very wide for city planners for this function. The mean importance rating for city planners was 3.72, considerably above 'average importance'. Mayors accurately perceived the importance placed by city planners on this function. Their mean score was 4.18. The difference in means is .46 which is not significant at the .10 level. Chairmen perceived city planners as placing much less importance on this function. The mean score was 5.72. The difference in means is 2.00, significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there were 3 such cities, 1, 10 and 11.

B - response

The ranges of importance are similar to A, all very wide. Mayors appear almost as a random distribution of scores. The mean importance rating of the city planners was 4.54, midway between 'average' and 'less than average importance'. The mean score for mayors was also 4.54. Since there is no difference between city planners and a mayors there is no significance.

The mean score for chairmen was 5.72. The difference in means is 1.18, significant at the .05 level.

Within cities there are 6 cities, 1, 2, 7, 8, 9 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 1, and 2.

Comparison of A and B responses

The mean importance decreased for city planners and mayors; there was no change for chairmen. The difference of means for city planners was .82, significant at the .05 level. The difference of means for mayors is .36 which is not significant.

Within cities the total discrepancy increased from 19 in A to 30 in B for city planners and mayors. Between city planners and chairmen the totals decreased from 22 in A to 17 in B. The number of cities with a large discrepancy increased from 1 in A to 6 in B between city planner and mayor. Between city planner and mayor it decreased from 3 in A to 2 cities in B.

Item 255...to provide 'intellectual leadership' in planning for the political power structure through...his focus upon future conditions, his orientation to the whole city, and his realistic idealism.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	2	3	1	3	1		3.54			1	7	3					2.18		1.36**
M	5	2	2	1	1			2.18	1.36**		4	3	1	1	2			2.45	.27	-.27
C	1	6	1	1			2	3.09	.45		3	2	2	2	1	1		2.90	.72**	.19

A - response

The range of importance for this function is very wide for the city planner. The mean importance rating placed on this function by city planners was 3.54, midway between 'important' and 'average importance'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.09. The difference in means was .45 which is not significant at the .10 level. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.18. The difference in means was 1.36, significant at the .05 level.

Within cities there are 3 cities, 3, 7, and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 cities, 8, 10, and 11.

B - response

The range of importance of this function is narrow for city planners only in B. Their mean importance rating was 2.18, somewhat below 'very important'. The mean score for

mayors was 2.45. The difference in means was .27 which is not significant. The mean score for chairmen was 2.90. The difference in means was .72, significant at the .05 level.

Within cities there are 2 cities, 2 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 11.

Comparison of A and B responses

The mean importances increased for city planners and for chairmen. The difference of means for city planners was 1.36, significant at the .05 level. The difference of means for chairmen was .19 which is not significant. The difference of means for mayors decreased. It was -.27 which is also not significant.

Within cities the total discrepancy decreased from 17 in A to 15 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 19 in A to 14 discrepancy units in B. The number of cities with a large discrepancy as also decreased from 3 in A to 2 in B between city planners and mayors. Between city planners and chairmen it decreased from 3 in A to 1 such city in B.

Item 256...to be a haromonizer; by trying to mediate, adjust, and pull together the different points of view into sufficient harmony, so that planning action can take place.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	2	2	3	2	1		3.54					4	4	3		2.90		.64**
M	4	2		3	1	1		2.81	.73**	4	3	2	1	1			2.27	.63**	.54**
C	1	5	1	2		1	1	3.18	.36			3	5	1		1	1	3.45	.55**	-.27

A - response

The range of importance placed on this function by all types is very wide. The mean importance rating by city planners was 3.54, midway between 'important' and 'average importance'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.18. The difference in means was .36 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.81. The difference in means is .73, significant at the .05 level.

Within cities there is 1 city, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 11 and 12.

B - response

The range of importance is narrow for city planners only in B. Their mean importance rating was 2.90 which is slightly above 'important'. The mean importance score for chairmen was 3.45. The difference in means was .55, significant at the .05 level. The mean score for chairmen was 2.27. The difference

in means is .63, also significant at the .05 level.

Within cities there is 1 city, 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 1 and 7.

Comparisons of A and B responses

The mean importances increased for city planners and mayors in B. The difference in means for city planners was .64, significant at the .05 level. The difference in means for mayors is .54, also significant at the .05 level. The difference in means for the chairmen decreased. It was -.27 which is not significant.

Within cities the total discrepancy increased from 14 in A to 15 in B between city planners and mayors. Between city planners and chairmen it decreased from 18 in A to 16 discrepancy units in B. The number of cities with a large discrepancy remained the same in each comparison. There is 1 city in A and 1 in B between city planners and mayors. There are 2 cities in A and 2 in B between city planners and chairmen.

Item 301...to provide, through planning, one means of defense against social disorganization of urban institutions and processes where the institutions and processes concerned are... family, school, church, community, government, business, industry, and transportation.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	2	4	1	1	1	4.00					6	4			2.63		1.37**
M	4	3	2	2				2.18	1.82**	4	2	3	1		1		2.45	.18	-.27
C		4	2	2	3			3.36	.64*	1		3	4	3			3.72	1.09**	-.36

A - response (actual)

The range of importance for city planners is very wide, and wide for chairmen and mayors. The mean importance rating for city planners was 4.00, 'average' importance. Neither mayors nor chairmen accurately perceived the importance placed on this function by city planners. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 3.36. The difference in means is .64, significant at the .10 level. Mayors perceived city planners as placing far greater importance on this function. Their mean score was 2.18. The difference in means is 1.82, significant at the .05 level.

Within cities there are 3, cities, 3, 5, and 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 cities, 3, 4, and 5.

B - response (ideal)

The range of importance in B is very narrow for city planners, but wide for mayors and chairmen. The mean importance rating for city planners was 2.63, considerably above

'important'. The mean score for mayors was 2.45. The difference in means is .18 which is not significant. The mean score for chairmen was 3.72. The difference in means is 1.09, significant at the .05 level.

Within cities there are 2 cities, 2 and 3, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 7 and 10.

Comparison of A and B responses

The mean importance of this function increased in B for city planners only. Their difference of means is 1.37 which is significant at the .05 level. The difference in means for mayors was -.27 and for chairmen was -.36, neither of which are significant.

Within cities the total discrepancy decreased from 24 in A to 14 in B between city planners and mayors. Between city planners and chairmen it decreased from 17 in A to 16 discrepancy units. The number of cities with a large discrepancy decreased from 3 in A to 2 in B between city planners and mayors. Between city planners and chairmen it also decreased from 3 cities in A to 2 cities in B.

Item 302...to try to answer questions about what the proper objectives of this cities social policies should be.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	1	3	2	2	1	4.63			1	4	1	5				2.90		1.73**
M	1	2	4	2	1	1		3.27	1.36**		2	1	3	4	1			3.18	.28	.09
C			4	4	1		2	4.27	.36				3	2		3	3	5.09	2.19**	-.82**

A - response

The range of importance is wide for all types. The mean score for city planners was 4.63, midway between 'less than average' and 'average' importance. The chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 4.27. The difference in means is .36 which is not significant. The mayors perceived city planners as placing far greater importance on this function. Their mean score was 3.27. The difference in means is 1.36, significant at the .05 level.

Within cities there are 3 cities, 3, 7, and 8 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 cities, 3, 8, and 11.

B - response

The range is wide in B for all types. The mean importance score for city planners was 2.90, slightly above 'important'. The mean score for mayors was 3.18. The difference in means is .28 which is not significant. The mean score for chairmen was 5.09. The difference in means is 2.19 which is significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 2, 5, 7, and 11.

Comparison of A and B responses

The mean importance increased for both city planners and mayors. The difference in means for city planners is 1.73, significant at the .05 level. The difference in means for mayors is .09 which is not significant. The difference in means for the chairmen is -.82, significant at the .05 level.

Within cities the total discrepancy decreased from 21 in A to 6 in B between city planners and mayors. Between city planners and chairmen it increased from 16 in A to 24 in B. The number of cities with a large discrepancy decreased from 3 cities in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased from 3 cities in A to 4 cities in B.

Item 303...to try to help solve social problems when they relate to 'overcrowding'.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			5	3	3			3.81			1	6	2	2				2.45		1.36**
M	2	1	3	4		1		3.18	.63**		3		4	4				2.81	.36	.37
C		4	5	1		1		3.00	.81**			4	2	3		2		3.45	1.00**	-.45*

A - response

The range of importance is narrow for city planners only. Their mean importance rating was 3.81, somewhat higher than 'average'. Neither mayors nor chairmen accurately perceived the importance placed on this function by city planners; both perceived the city planners as placing a much greater importance on it. The mean score for mayors was 3.18. The difference in means is .63, significant at the .05 level. The mean score for chairmen was 3.00. The difference in means is .81, also significant at the .05 level.

Within cities there are 2 cities, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 2, and 8.

B - response

The range of importance is wide for the city planners. Their mean score was 2.45, midway between 'very important' and 'important'. The mean score for mayors was 2.81. The difference in means is .36 which is not significant. The mean score for chairmen was 3.45. The difference in means is 1.00, significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 7 and 10.

Comparison of A and B responses

The mean importance increased for city planners and chairmen. The difference in means for city planners is 1.36, significant at the .05 level. The difference in means for mayors is .37 which is not significant. The difference in means for chairmen is -.45, significant at the .10 level.

The total discrepancy increased slightly from 13 in A to 14 in B between city planners and mayors. Between city planners and chairmen it increased from 13 in A to 19 in B. The number of cities with a large discrepancy decreased from 2 in A to 1 in B between city planners and mayors. Between city planners and chairmen it remained the same with 2 such cities in both A and B.

Item 304...to try to help solve social problems when they relate to 'dilapidation'.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	4		2	1		3.27			1	6	1	2		1		2.72		.55**
M	2	1	3	4		1		3.18	.09		2	1	4	4				2.90	.18	.28
C	1	3	2	1			1	1	3.90	.63**			3	3	2	1	1	1	3.72	1.00**	.18

A - response

The range of importance is wide for all types. The chairmens range is extremely wide. The mean importance rating for city planners was 3.27, somewhat below 'important'. Mayors accurately perceived the importance placed on this role by city planners. Their mean score was 3.18. The difference in means is .09 which is not significant. Chairmen perceived city planners as placing less importance on this role. Their mean score was 3.90. The difference in means is .63, significant at the .05 level.

Within cities there are 2 cities, 3 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 7 such cities, 2, 3, 4, 7, 8, 9, and 10.

B - response

The range of importance is very wide for city planners in B. The mean importance rating for city planners was 2.72, somewhat above 'important'. The mean score for mayors was 2.90. The difference in means is .18 which is not significant. The mean score for chairmen was 3.72. The difference in means

is 1.00, significant at the .05 level.

Within cities there are 2 cities, 8 and 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 7, 9, 10, and 12.

Comparison of A and B responses

The mean importance for this function increased in B for all three types. The difference in means for city planners is .55, significant at the .05 level. The difference in means for chairmen is .18 and for mayors is .28; neither is significant.

Within cities the total discrepancy increased from 15 in A to 18 in B between city planners and mayors. Between city planners and chairmen it decreased slightly from 27 in A to 25 discrepancy units in B. The number of cities with a large discrepancy remained at 2 in A and B between city planners and mayors. Between city planners and chairmen it decreased from 7 in A to 4 cities in B.

Item 305...to try to help solve social problems when they relate to 'public housing' for low income resident families.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	6		1	2		3.54			1	5	2	2	1			2.72		.82**
M	1	1	5	2	1	1		3.36	.18		1	3	4	2	1			2.90	.18	.46*
C	1	3	2	3		1	2	4.00	.46*			2	4	1	1	2	1	4.00	1.28**	.00

A - response

The range of importance is wide for city planners, wider for mayors and extremely wide for chairmen. The mean importance rating for city planners was 3.54, midway between 'important' and 'average importance'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 3.36. The difference in means is .18 which is not significant. Chairmen perceived city planners as placing less importance on this function. Their mean score was 4.00. The difference in means is .46, significant at the .10 level.

Within cities there is 1 city, 3, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 6 such cities, 2, 3, 4, 7, 8, 9.

B - response

The range of importance for city planners is the same as in A. The mean importance rating for city planners was 2.72, somewhat above 'important'. The mean score for mayors was 2.90. The difference in means is .18 which is not significant. The mean score for chairmen was 4.00. The difference in means is 1.28, significant at the .05 level.

Within cities there is 1 city, 12, with a large discrepancy between city planner and mayor. Between city planner and chairman there are 3 such cities, 7, 9, 10.

Comparison of A and B responses

The mean importance of this function increased for city planners and mayors in B and remained the same for chairmen. The difference in means for city planners is .82, significant at the .05 level. The difference in means for mayors is .46, significant at the .10 level. There is no difference in means for chairmen.

Within cities the total discrepancy decreased from 14 in A to 12 in B between city planners and mayors. Between city planners and chairmen it decreased from 25 in A to 20 discrepancy units in B. The number of cities with a large discrepancy is 1 in A and 1 city in B between city planner and mayor. Between city planners and chairmen it decreased from 6 in A to 3 cities in B.

Item 306...to try to help solve social problems when they relate to 'housing for migrant workers'.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2		1	2	3		5.55				5	1	1	1	2	1	3.72		1.82**
M		2	1	1	3	1		5.0	.55*		1		3	4	1	1	1	4.00	.28	1.00**
C			3	2	2	3		5.36	.19			1	2	2		1	4	5.00	1.28**	.36

A - response

Only eight replys were received in A from city planners and mayors and ten from chairmen. The othere do not think the problem exists for their city at the present.

The range of importance is wide for this function. The mean importance of the city planners was 5.55, midway between 'less than average' and 'average'. Chairmen accurately perceived the importance placed by city planners on this function. Their mean score was 5.36. The difference in means is .19 which is not significant. Mayors perceived the city planners as placing greater importance on it. Their mean score was 5.00. The difference in means is .55, significant at the .10 level.

Within cities there are 3 cities, 1, 3, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are two such cities, 4 and 11.

B - response

The range of importance is much wider in B. The mean importance rating for city planners was 3.72, somewhat above 'average'. The mean score for mayors was 4.00. The difference

in means is .28 which is not significant. The mean score for chairmen was 5.00. The difference in means is 1.28 which is not significant at the .05 level.

Within cities there are 3 cities, 4, 7, 8, with a large discrepancy between city planners and a mayors. Between city planners and chairmen there are 4 such cities, 5, 9, 10, 11.

Comparison of A and B responses

The mean importance for this function increased for all types. The difference in means for city planners is 1.82, significant at the .05 level. The difference in means for mayors is 1.00 also significant at the .05 level. The difference in means for chairmen is .36 which is not significant.

Within cities the total discrepancy increased from 13 in A to 23 in B between city planners and mayors. Between city planners and chairmen it also increased, from 14 in A to 25 in B. The number of cities with a large discrepancy is 3 cities in A and B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 4 cities in B.

Item 307...to try to help solve social problems when they relate to 'migration of nonwhites' into all white neighborhoods'.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			4	1	2	3	1	4.63					5	1	1	2	2	3.54		1.09**
M	1		2	3	1	3	1	4.45	.18		1		4	2	2	1	1	4.00	.46**	.45**
C			1	2	3	2	2	5.18	.55**			2	1	2		2	3	4.81	1.27**	.37*

A - response

The range of importance for this function is wide for city planners and chairmen, and extremely wide for mayors. The mean importance rating by city planners is 4.63, considerably above 'less than average'. Mayors accurately perceived the importance city planners placed on this function. Their mean score was 4.45. The difference in means is .18 which is not significant. Chairmen perceived city planners as placing less importance on it. Their mean score is 5.18. The difference in means is .55, significant at the .05 level.

Within cities there are 4 cities, 1, 3, 7, 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 4, 9, 11.

B - response

The range of importance is almost the same as A. The mean importance rating by city planners was 3.54, midway between 'average' and 'important'. The mean score for mayors was 4.00. The difference in means is .46, significant at the .05 level. The mean score for chairmen was 4.81. The difference in means is 1.27, also significant at the .05 level.

Within cities there are 3 cities, 7, 8, 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 5, 9, 10, 11.

Comparison of A and B responses

The mean importance of this function increased in B for all types. The difference in means for the city planners is 1.09, significant at the .05 level. The difference in means for the mayors is .45, also significant at the .05 level. The difference in means for the chairmen is .37, significant at the .10 level.

Within cities the total discrepancy decreased from 20 in A to 19 in B between city planners and mayors. Between city planners and chairmen it increased from 18 in A to 23 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 3 in B between city planners and mayors. Between city planners and chairmen it increased from 3 in A to 4 such cities in B.

Item 308...to try to help solve social problems when they relate to promote public housing.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	4	3	1	2		3.90				1	7	3				3.18		
M	1	1	3	2	2	1	1	3.90	.00		1	1	1	3	1		4	4.63	1.45**	-.73**
C		2	1	4		1	3	4.54	.64**			3	1	2		2	3	4.54	1.36**	.00

A - response

The range of importance is very wide. The mean importance rating for city planners was 3.90, slightly above 'average'. Mayors very accurately perceived the importance placed on this function by city planners. Their mean score of 3.90 is the same as for city planners. Chairmen perceived city planners as placing much less importance on this function. Their mean score was 4.54. The difference in means is .64, significant at the .05 level.

Within cities there are 3 cities, 3, 9, 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 such cities, 4, 7, 9, 11, 12.

B - response

The range is narrow for the city planner only. Their mean importance rating was 3.18, somewhat below 'important'. The mean score for chairmen was 4.54. The difference in means is 1.36, significant at the .05 level. The mean score for mayors was 4.63. The difference in means is 1.45, also significant at the .05 level.

Within cities there are 4 cities, i.e., 1, 4, 8, 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 4 such cities, 7, 9, 11, 12.

Comparison of A and B responses

The mean importance for this function increased for city planners only. Their difference in means was .72, significant at the .05 level. The difference in means for mayors decreased. It was -.73, also significant at the .05 level. There was no change for chairmen in B, hence no significant difference.

Within cities the total discrepancy remained at 22 in A and B between city planners and mayors. Between city planners and chairmen it increased from 23 in A to 25 discrepancy units in B. The number of cities with a large discrepancy increased from 3 in A to 4 in B between city planners and mayors. Between city planners and chairmen it decreased from 5 in A to 4 such cities in B.

Item 309...to provide sufficient zoned land to accommodate all socio-economic classes resident in the city.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		3	4	2		2		3.45				7	2	1	1			2.63		.82**
M	1	4	3	2	1			2.81	.64*		2	3	5	1				2.45	.18	.36
C	1	3		2	3	1	1	3.90	.45		1	2	2	3	1		2	3.81	1.18**	.09

A - response

The ranges of importance for all types are very wide. The mean importance rating for city planners was 3.45, midway between 'important' and 'average'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.90. The difference in means is .45 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.81. The difference in means is .64, significant at the .10 level.

Within cities there are 2 cities, 3 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 such cities, 4 and 9.

B - response

The ranges for types are similar in B. The mean importance rating of city planners was 2.63, considerably above 'important'. The mean score for mayors was 2.45. The difference in means is .18 which is not significant. The mean score for chairmen was 3.81. The difference in means is 1.18, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 1, 7, 11.

Comparison of A and B response

The mean importance for this function increased for all types. The difference in means for city planners was .82, significant at the .05 level. The difference in means for mayors was .36 and the difference in means for chairmen was .09, neither of which are significant.

Within cities the total discrepancy decreased from 13 in A to 8 in B between city planners and mayors. Between city planners and chairmen it decreased from 21 in A to 19 in B. The number of cities with a large discrepancy decreased from 2 in A to no city in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 3 such cities in B.

Item 310...to provide leadership for achieving, through planning, 'the good life' for those who live and work in the city.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn		B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2		3	3	2	1		3.54			4	4	2	1				2.00		1.54**
M	3	4	1	1	1			2.36	1.18**		3	4	2	2				2.27	.27	.09
C	1	3	3	1	1	2		3.36	.18		2	1	3	3		1	1	3.45	1.45**	-.09

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 3.54, midway between 'average' and 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.36. The difference in means is .18 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.36. The difference in means is 1.18, significant at the .05 level.

Within cities there are 4 cities, 3, 7, 8, 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 3 and 8.

B - response

The range is wide for city planners and mayors. The mean importance rating for city planners was 2.00, 'very important'. The mean score for mayors was 2.27. The difference of means is .27 which is not significant. The mean score for chairmen was 3.45. The difference of means is 1.45, significant at the .05 level.

Within cities there are 2 cities, 2 and 8 with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 4, 7, 8, 11.

Comparison of A and B responses

The mean importance for this function increased for city planners and mayors. The difference of means for city planners was 1.54, significant at the .05 level. The difference of means for mayors was .09 which is not significant. The difference of means for chairmen decreased. It was -.09, also not significant.

Within cities the total discrepancy decreased markedly from 21 in A to 13 in B between city planners and mayors. Between city planners and chairmen it increased from 18 in A to 22 in B. The number of cities with a large discrepancy decreased from 4 in A to 2 in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 4 such cities in B.

Item 311...to provide the necessary direction towards achieving a happy, more satisfying and life enriching future.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn		B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2		2	4	2	1		3.63			5	1	4	1				2.09		1.54**
M	3	2	3	3				2.54	1.09**		3	4	2	1	1			2.36	.27	.18
C	1	3	2	2		2	1	3.63	.00		1		2	3	1	2	2	4.54	2.45**	-.91**

A - response

The range of importances is very wide for city planners and chairmen. The mean importance rating for city planners was 3.63, considerably above 'average' importance. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was the same as the city planners. Their mean score was the same as the city planners. There is no significant difference. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.54. The difference in means is 1.09, significant at the .05 level.

Within cities there are 4 cities, 3, 7, 8, 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 4 and 8.

B - response

The range is much narrower for city planners but remains approximately the same for chairmen. The mean importance rating for city planners was 2.09, slightly below 'very important'. The mean score for mayors was 2.36. The difference in means is .27 which is not significant. The mean score for

chairmen was 4.54. The difference in means is 2.45, significant at the .05 level.

Within cities there are 2 cities, 2 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 6 such cities, 2, 4, 5, 7, 8, and 11.

Comparison of A and B responses

The mean importance for this function increased in B for city planners and mayors. The difference in means for city planners was 1.54, significant at the .05 level. The difference in means for mayors was .18 which is not significant. The difference in means for chairmen decreased. It was -.91, significant at the .05 level.

Within cities the total discrepancy decreased from 22 in A to 17 in B between city planners and mayors. Between city planners and chairmen it increased greatly from 20 in A to 33 discrepancy units in B. This is one of the largest totals in this study. The number of cities with a large discrepancy decreased from 4 in A to 2 in B between city planners and mayors. Between city planners and chairmen it increased from 2 to 6 such cities.

Item 312...to try to increase the density of new residential subdivisions by encouraging multi occupancy use for some lots.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	3	1	3		4.18			1	2	4	3	1			3.09		1.09**
M		1	2	1	4	2	1	4.63	.45*				4	1	4	2		4.36	1.27**	.27
C		2	2	3	2		2	4.18	.00		1		2	2	2	4		4.45	1.36**	-.27

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 4.18, somewhat below 'average'. Chairmen very accurately perceived the importance placed on this function by city planners. Since their mean score was also 4.18, there is no significant difference. Mayors perceived city planners as placing less importance on this function. Their mean score was 4.63. The difference in means is .45, significant at the .10 level.

Within cities there are 2 cities, 2 and 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 5, 8, and 9.

B - responses

The range is wide for all types in B. The mean importance for city planners was 3.09, slightly below 'important'. The mean score for mayors was 4.36. The difference in means is 1.27, significant at the .05 level. The mean score for chairmen was 4.45. The difference in means is 1.36 also significant at the .05 level.

Within cities there is 1 city, 3, with a large discrepancy between city planner and mayor. Between city planners and chairmen there are 2 such cities, 10 and 11.

Comparison of A and B responses

The mean importance for this function increased in B for city planners and mayors. The difference in means for city planners was 1.09, significant at the .05 level. The difference in means for mayors was .27 which is not significant. The difference in means for chairmen decreased. It was -.27 which is also not significant.

Within cities the total discrepancy decreased from 19 in A to 14 in B between city planners and mayors. Between city planners and chairmen it increased from 16 in A to 19 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to 1 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 3 in A to 2 cities in B.

Item 313...to try to maintain existing density in older residential neighborhoods where the housing is 25 years old or more, and multiple occupancy is beginning to occur.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	2	2	4	1	1	4.45				2	2	5	1	1		3.72		.73**
M	1	1	3	4	1	1		3.54	.91**		2	3	3	1	2			2.81	.91**	.73**
C		3	2	3	2	1		3.63	.82**			3		3	2	3		4.18	.46	-.55**

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 4.45, midway between 'average' and 'less than average'. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 3.63. The difference in means is .82, significant at the .05 level. Mayors also perceived city planners as placing greater importance on this function. Their mean score was 3.54. The difference in means is .91, also significant at the .05 level.

Within cities there are 3 cities, 3, 7, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 8 and 12.

B - response

The range is similar to A. The mean importance for city planners was 3.72, somewhat above 'average'. The mean score for chairmen was 4.18. The difference in means is .46 which is not significant. The mean score for mayors was 2.81. The difference in means is .91, significant at the .05 level.

Within cities there are 3 cities, 5, 8, 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 5 and 7.

Comparison of A and B responses

The mean importance for this function increased for city planners and mayors. The difference in means for city planners was .73, significant at the .05 level. The difference in means for mayors was .73, also significant at the .05 level. The difference in means for chairmen decreased. It was -.55 which is significant at the .10 level.

Within cities the total discrepancies increased from 18 in A to 20 in B between city planners and mayors. Between city planners and chairmen it also increased from 17 in A to 19 discrepancy units in B. The number of cities with a large discrepancy remained the same at 3 in A and 3 in B between city planners and mayors. Between city planners and chairmen it also remained the same but with 2 cities in A and 2 in B.

Item 314...to protect occupants of higher land uses from lower land use occupancies, e.g., by trying to prevent lower uses from moving into the higher use neighborhoods.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	3			5	1	4.54				5	2	2		2		3.27		1.27**
M	4	5	1		1			2.00	2.54**		3	2	3	2			1	2.81	.46	-.81*
C	1	4	2	2	1	1		3.09	1.45**		1	2	2	3		2	1	3.81	.54	-.72*
																		3.30		

A - response

The range is very wide for all types. The mean importance for city planners was 4.54, midway between 'less than average' and 'average'. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 3.09. The difference in means is 1.45, significant at the .05 level. Mayors also perceived city planners as placing much greater importance on this function. Their mean score was 2.00. The difference in means is 2.54, significant at the .05 level.

Within cities there are 4 cities, 3, 4, 7, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 4 such cities, 2, 4, 5, and 11.

B - response

The range is very wide in B for all types. The mean importance for city planners was 3.27, somewhat below 'important'. The mean score for mayors was 2.81. The difference in means is .46 which is not significant. The mean score for chairmen was 3.81. The difference in means is .54, also not

significant.

The mean of mean importances for all types was 3.30, considerably below 'important'.

Within cities there are 3 cities, 4, 5, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 such cities, 1, 4, and 9.

Comparison of A and B responses

The mean importance for this function increased for city planners only their difference in means was 1.27, significant at the .05 level. The difference in means for chairmen decreased. It was -.72, significant at the .10 level. The difference in means for mayors decreased. It was -.81, also significant at the .10 level.

Within cities the total discrepancy decreased from 28 in A to 19 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 22 in A to 20 in B. The number of cities with a large discrepancy decreased from 4 in A to 3 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 4 in A to 3 such cities in B.

Item 401...to develop the master plan in his own office, rather than having it developed by an outside consultant.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	2	2	2	3	1		3.63			3	3	1	4				2.54		1.09**
M	3	4	1	1		2		2.72	.91**		3		2	2	3	1		3.45	.91**	-.73*
C	4	1	2	2	2			2.72	.91**		2	3	2			3		3.54	1.00**	-.82*

A - response (actual)

The range of importance is very wide for all types. The mean importance rating by city planners was 3.63, considerably above 'average'. Neither mayors nor chairmen accurately perceived the importance placed on this function by city planners. Both mayors and chairmen perceived city planners as placing the same importance on it. Their mean scores were 2.72. The differences in means are .91, significant at the .05 level.

Within cities there are 4 cities, 3, 7, 8, 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 2, 7, 8.

B - response (ideal)

The ranges are also wide in B. The mean importance rating for city planners was 2.54, or midway between 'important' and 'very important'. The mean score for mayors was 3.45. The difference in means is .91, significant at the .05 level. The mean score for chairmen was 3.54. The difference in means is 1.00, also significant at the .05 level.

Within cities there are 3 cities, 2, 3, 9, with a large discrepancy between city planners and mayors. Between city

planners and chairmen there are 2 such cities, 3 and 8.

Comparison of A and B responses

The mean importance for this function increased for city planners only. Their difference of means was 1.09, significant at the .05 level. The difference of means for mayors decreased. It was -.73 which is significant at the .10 level. The difference of means for chairmen decreased. It was -.82, also significant at the .10 level.

Within cities the total discrepancy decreased from 22 in A to 18 in B between city planners and mayors. Between city planners and chairmen it decreased from 20 in A to 19 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 3 in B between city planners and mayors. Between city planners and chairmen it decreased from 3 in A to 2 cities in B.

Item 402...to develop extensions to the master plan.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	7	2				1	2.45			3	7	1					1.81		.64**
M	3	6		1	1			2.18	.27*		2	4	5					2.27	.46**	-.09
C	2	4	5					2.27	.18		5	2	4					1.90	.09	.37**

A - response

The range of importance is widest for city planners; Their mean importance rating was 2.45, midway between 'very important' and 'important'. Chairmen accurately perceived the importance placed on this role by city planners. Their mean score was 2.27. The difference in means is .18 which is not significant. Mayors perceived city planners as placing greater importance on it. Their mean score was 2.18. The difference in means is .27, significant at the .10 level.

Within cities there is 1 city, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are no such cities.

B - response

The range of importance in narrow in B. The mean importance rating of city planners was 1.81, somewhat above 'very important'. The mean score for chairmen was 1.90. The difference in means is .09 which is not significant. The mean score for mayors was 2.27. The difference in means is .46, significant at the .05 level.

Within cities there are no cities with a large discrepancy either between city planners and mayors or between city planners and mayors or between city planners and chairmen.

Comparison of A and B responses

The mean importance of this function increased for city planners and chairmen. The difference in means for city planners was .64, significant at the .05 level. The difference in means for chairmen was .37, also significant at the .05 level. The difference in means for mayors decreased. It was -.09 which is not significant.

Within cities the total discrepancy remained at 9 in both A and in B between city planners and mayors. Between city planners and chairmen it decreased from 10 in A to 7 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 in A to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased from 1 in A to no cities in B.

Item 403...to engage in advance planning, projecting urban needs for the next 5 to 26 years.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	7	1	1	1			2.45			2	8	1				1.90		.55**
M	3	4	4					2.09	.36*		4	2	4		1		2.27	.37*	-.18
C	5	2	3		1			2.09	.36*		3	4	2	1	1		2.36	.46**	-.27

A - response

The range of importance for this function is wide. The mean importance rating for city planners was 2.45, midway between 'very important' and 'important'. Mayors and chairmen perceived city planners as placing greater importance on this function. Their mean scores are both 2.09. The difference in means is .36, significant at the .10 level.

Within cities there is 1 city, 3, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is also 1 such city, 2.

B - response

The range of importance placed on this function by the city planner is narrower in B; their mean importance rating was 1.90, slightly above 'very important'. The mean score for mayors was 2.27. The difference of means is .37, significant at the .10 level. The mean score for chairmen was 2.36. The difference of means is .46, significant at the .05 level.

Within cities there is 1 city, 2, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is also 1 city, 10.

Comparison of A and B responses

The mean importance for this function increased in B for the city planners only. Their difference of means was .55, significant at the .05 level. The difference of means for mayors and chairmen decreased; for mayors it was -.18 and for chairmen it was -.27, neither of which are significant.

Within cities the total discrepancy increased from 10 in A to 12 in B between city planners and mayors. Between city planners and chairmen it decreased from 12 in A to 11 discrepancy units in B. The number of cities with a large discrepancy remained at 1 in both A and B between city planners and mayors. Between city planners and chairmen it also remained at 1 in both A and B.

Item 404...to engage in intermediate planning, projecting urban needs for the next 1 to 5 years.

	A. 1 2 3 4 5 6 7	$\bar{X}$	btn	B. 1 2 3 4 5 6 7	$\bar{X}$	btn	wtn
P	3 7 1	1.90		5 6	1.54		.36**
M	5 4 2	1.72	.18	5 5 1	1.63	.09	.09
C	5 3 3	1.82	.09	4 5 1	1.81	.27*	0.00
		1.81					

A - response

The range of importance for this function is narrow except for the city planner. The mean importance rating for city planners was 1.90, slightly above 'very important'. Both mayors and chairmen accurately perceived the importance placed on this function by city planners. The mean score for mayors was 1.72. The difference in means is .18 which is not significant. The means score for chairmen was 1.82. The difference in means is .09 which is also not significant.

The mean of mean importances for all types is 1.81, somewhat above 'very important'.

Within cities there is 1 city, 3, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are no such cities.

B - response

The range of importance is very narrow for city planners. Their mean importance rating was 1.54, or midway between 'very important' and 'one of the most important'. The mean score for mayors was 1.63. The difference of means is .09 which is not

significant. The mean score for chairmen was 1.81. The difference of means is .27, significant at the .10 level.

Within cities there are no cities with a large discrepancy either between city planners and mayors or between city planners and chairmen.

Comparison of A and B responses

The mean importance for this function increased for city planners and mayors and is unchanged for chairmen. The difference of means for city planners was .36, significant at the .05 level. The difference of means for mayors was .09 which is not significant. There was no difference of means for chairmen, hence no significance.

Within cities the total discrepancy decreased from 12 in A to 7 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 8 in A to 7 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 in A to no city in B between city planners and mayors. Between city planners and chairmen there are no such cities in either A or B. The discrepancy totals are all very minor.

Item 405...to engage in 'panic issue' planning, where an issue involving planning has come into critical focus because the need had been ignored.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2	2	2	5				2.90			3	2	2	2		2		3.00		-.10
M	2	3	1	4	1			2.90	.00		2	1	6	1	1			2.81	.19	.09
C	2	2	4	2	1			2.81	.09		2	4	2	1		1	1	3.0	.00	-.19
								2.87										2.94		

A - response

The range of importance is wide for this function. The mean importance rating of city planners is 2.90, slightly above 'very important'. Mayors and chairmen both accurately perceived the importance placed in this function by city planners. The mean score for mayors was 2.90 also, the same as city planner. There is no difference of means, hence no significance. The mean score for chairmen is 2.81. The difference of means is .09 which is not significant.

The mean of means for all types is 2.87, somewhat above 'very important'.

Within cities there are 2 cities, 2 and 4, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 8.

B - response

The range is very wide in B for this function. The mean importance rating for city planners was 3.00, 'important'. The mean score for mayors was 2.81. The difference in means is .19 which is not significant. The mean score for chairmen was 3.00,

which is the same as the city planners. Since there is no difference there is no significance.

The mean of means for all types is 2.94, slightly above 'important'.

Within cities there are 3 cities, 4, 7, 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 2, 4, 7, and 10.

Comparison of A and B responses

The mean importance for this function decreased in B for city planners and chairmen. The difference in means for city planners decreased. It was -.10 which is not significant. The difference in means for chairmen decreased. It was -.19 which is also not significant. The difference in means for mayors increased. It was .09, likewise not significant. The degree of change within responses is non significant for all types.

Within cities the total discrepancy is 18 in A and B between city planners and mayors. Between city planners and chairmen it increased from 13 in A to 24 discrepancy units in B. The number of cities with a large discrepancy increased from 2 in A to 3 in B between city planners and mayors. Between city planners and chairmen it also increased, from 1 in A to 4 cities in B.

Item 406...to review past planning issues which should have been treated differently; i.e., post mortems.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			3	1	1	6		4.90					3	1	2	2	3	4.09		.81**
M	1	2	3	2	1		2	3.72	1.18**		1	2	3		3	2		3.72	.37	.00
C		1	1	6	2		1	4.18	.72**			1	4	3	2		1	3.90	.19	.28
																		3.90		

A - response

The range of importance for this function is wide for city planners and chairmen; for mayors it approaches a random distribution. The mean importance rating for city planners was 4.90, slightly above 'less than average'. Both chairmen and mayors perceived city planners as placing greater importance on this function. The mean score for chairmen was 4.18. The difference in means is .72, significant at the .05 level. The mean score for mayors was 3.72. The difference in means is 1.18, also significant at the .05 level.

There are 5 cities, 2, 3, 5, 7, 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is only 1 such city, 7.

B - response

The range of importance is wider in B for city planners. Their mean importance rating was 4.09, slightly below 'average'. The mean score for chairmen is 3.90. The difference of means is .19 which is not significant. The mean score for mayors is 3.72. The difference of means is .37 which is also not significant.

The mean of mean importances placed on this function for all types is 3.90, above 'average importance'.

Within cities there are 4 cities, 2, 7, 8, and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are no such cities.

Comparison of A and B responses

The mean importance of this function increased for city planners and chairmen. There is no change for mayors. The difference in means for city planners was .81, significant at the .05 level. The difference in means for chairmen was .28 which is not significant. Since there is no difference in means for mayors, there is no significance.

Within cities the total discrepancy decreased slightly from 23 in A to 22 in B between city planners and mayors. Between city planners and chairmen it decreased from 18 in A to 12 discrepancy units in B. The number of cities with a large discrepancy decreased from 5 in A to 4 in B between city planners and mayors. Between city planners and chairmen it decreased from 1 in A to no such city in B.

Item 407...to point out the interrelatedness of the more specialized aspects of advance planning; e.g., transportation and utility needs for future land uses and possible changes in use.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	3	4	2			1	3.0					8	3				2.27		.73**
M	4	4	3					1.90	1.10**		2	4	3	2				2.45	.18	-.55*
C	2	2	4	2			1	2.90	.10		1	5	3	1	1			2.63	.36	.27
																		2.45		

A - response

The range of importance for this function is very wide for city planners and chairmen, and narrow for mayors. The mean importance rating for city planners was 3.0, 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.90. The difference in means was .10, which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 1.90. The difference in means was 1.10, significant at the .05 level.

Within cities there are 2 cities, 7, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 3.

B - response

The range of importance is very narrow for city planners and wide for the others. The mean importance rating for city planners was 2.27, somewhat below 'very important'. The mean score for mayors was 2.45. The difference in means is .55,

significant at the .10 level. The mean score for chairmen was 2.63. The difference in means is .27 which is not significant.

The mean of mean scores for this function by all types was 2.45, approximately midway between 'very important' and 'important'.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 7.

Comparison of A and B responses

The mean importance of this function increased for city planners and chairmen. The difference of means for city planners was .73, significant at the .05 level. The difference in means for chairmen was .27 which is not significant. The difference in means for mayors decreased. It was -.55, significant at the .10 level.

Within cities the total discrepancy decreased from 12 in A to 8 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 15 in A to 10 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no city in B between city planners and mayors. Between city planners and chairmen it was 1 such city in A and 1 in B.

Item 408...to perform the tasks of other disciplines wherever they overlap with planning; e.g., engineering, urban design, landscape architecture, architecture, accounting, law.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	3	1	2	2	1	4.18						4	3	3	1	4.09		.09
M	2	2	5		1	1		2.90	1.28**		1	1	5	3	1			3.18	.91**	-.28
C		1	3	3	1	2	1	4.27	.09		1		1	3	1	3	2	4.81		-.54*

A - response

The range of importance is very wide. The mean importance rating for city planners was 4.18, somewhat below 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 4.27. The difference in means was .09 which is not significant. Mayors perceived city planners as placing greater importance on this role. Their mean score was 2.90. The difference of means is 1.28, significant at the .05 level.

Within cities there are 5 cities, 3, 4, 7, 8 and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 8.

B - response

The range of importance in narrower for city planners only. The range is extremely wide for chairmen. The mean importance rating for city planners was 4.09, slightly below 'average'. The mean score for chairmen was 4.81. The difference of means is .72, significant at the .05 level. The mean score for mayors was 3.18. The difference of means is .91, also

significant at the .05 level.

Within cities there is 1 city, 4, with a large discrepancy between city planner and mayor. Between city planners and chairmen there are 4 such cities, 2, 7, 8, and 11.

Comparison of A and B responses

The mean importance of this function increased for the city planners only. Their difference of means was .09 which is not significant. The difference of means for mayors decreased. It was -.28 which is not significant. The difference of means for chairmen decreased. It was -.54 which is significant at the .10 level.

Within cities the total discrepancy decreased from 24 in A to 14 in B between city planners and mayors. Between city planners and chairmen it increased from 16 in A to 22 discrepancy units in B. The number of cities with a large discrepancy decreased from 5 in A to 1 in B between city planners and mayors. Between city planners and chairmen it increased from 1 in A to 4 cities in B.

Item 409...to perform engineering tasks which overlap with planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			4	1	2	2	1	4.54					3	3		5		4.63		-.09
M	1	1	2	2	2	1	2	4.27	.27		1	1	2	1	3	2	1	4.27	.36	.00
C		1		2	1	5	1	5.36	.82*				1	2	3	2	3	5.36	.73*	.00

A - response

The range of importance for this function is very wide for city planners, and extremely wide for mayors which approaches a random distribution. The mean importance rating for city planners was 4.54, midway between 'less than average' and 'average'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 4.27. The difference of means is .27 which is not significant. Chairmen perceived city planners as placing less importance on this function. Their mean score was 5.36. The difference of means is .82, significant at the .10 level.

Within cities there is 1 city, 3, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 1, 7, and 11.

B - response

The ranges of importance in B are similar to A. The mean importance rating of city planners was 4.63, considerably above 'less than average'. The mean score for chairmen was 5.36. The difference in means is .73, significant at the .10 level. The mean score for mayors was 4.27. The difference in means is

.36 which is not significant.

Within cities there are 3 cities, 1, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 3 such cities, 1, 2, and 12.

Comparison of A and B responses

The mean importance of this function decreased for city planners, and did not change for mayors and chairmen. The difference of means for city planners was -.09 which is not significant. There is no difference hence no significance for mayors and chairmen.

Within cities the total discrepancy increased from 15 in A to 24 in B between city planners and mayors. Between city planners and chairmen it increased from 17 in A to 18 discrepancy units in B. The number of cities with a large discrepancy increased from 1 in A to 3 in B between city planners and mayors. Between city planners and chairmen it was 3 cities in A and 3 in B.

Item 410...to engage in engineering design proposals for thorofares, i.e., size location and alignment.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	7		2			3.18						5	4	2		2.72		.46
M	2	4	2	1	1		1	2.90	.28		2	3	2	2	1	1		3.00	.28	-.10
C	1	2	2	1	1	1	3	4.27	1.09**		1	1	2	1	1	3	2	4.54	1.82**	-.27

A - response

The range of importance is wide for city planners and extremely wide for mayors and chairmen. The mean importance rating by city planners was 3.18, somewhat below 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.90. The difference in means is .28 which is not significant. Chairmen perceived city planners as placing less importance on this function. Their mean score was 4.27. The difference in means is 1.09, significant at the .05 level.

Within cities there are 3 cities, 4, 7, and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 1 and 11.

B - response

The range of importance for city planners is narrower in B. The mean importance rating for city planners was 2.72, somewhat above 'important'. The means score for chairmen was 4.54. The difference in means is 1.82, significant at the .05 level. The mean score for mayors was 3.00. The difference in means is .28 which is not significant.

Within cities there are 2 cities, 8 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 6 such cities, 2, 3, 7, 9, 11, and 12.

Comparison of A and B responses

The mean importance of this function increased for city planners only. None of the differences in means are significant. The difference of means for city planners was .46 which is not significant. The difference of means for mayors and chairmen decreased. For mayors it was -.10 and for chairmen it was -.27, neither of which is significant.

Within cities the total discrepancies decreased from 17 in A to 11 in B between city planners and mayors. Between city planners and chairmen it increased from 18 in A to 30 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to 2 in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 6 cities.

Item 411...to engage in engineering design proposals for disposal of solid and liquid wastes, e.g., refuse, autos, sewage.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	1	3	3	2		5.18				2	2	3	2	2		4.00		1.18**
M	1	2	3	1	2	2		4.54	.64*		1	1	1	3	3	1	1	4.18	.18	.36
C		2	2	1	2	4		5.36	.18			1		2	5	3		5.81	1.81**	-.45

A - response

The range of importance is wide for city planners and chairmen. It is extremely wide for mayors. The mean importance rating for city planners was 5.18, somewhat above 'less than average'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 5.36. The difference in means is .18 which is not significant. Mayors perceived greater importance as being placed on this function by city planners. Their mean score was 4.54. The difference in means is .64, significant at the .10 level.

Within cities there are 4 cities, 3, 4, 7, 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 1, 3, and 9.

B - response

The ranges of importance are similar to B. The mean importance rating of city planners was 4.00, 'average'. The mean score for chairmen was 5.81. The difference in means is 1.81, significant at the .05 level. The mean score for mayors was 4.18. The difference in means is .18 which is not significant.

Within cities there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 such cities, 1, 2, 3, 7 and 12.

Comparison of A and B responses

The mean importance of this function increased for city planners and mayors. The difference of means for city planners was 1.18, significant at the .05 level. The difference of means for mayors was .36 which is not significant. The difference of means for chairmen decreased. It was -.45, also not significant.

Within cities the total discrepancies decreased from 21 in A to 12 in B between city planners and mayors. Between city planners and chairmen it increased from 18 in A to 24 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 1 in B between city planners and mayors. Between city planners and chairmen it increased from 3 in A to 5 cities in B.

Item 412...to engage in engineering design proposals for intersections and interchanges, i.e., location and design.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn		B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	4	4		2		3.81					4	5	2			2.81		1.0 **
M	2	1	5	1	1		1	3.18	.63		2	3	3	2		1		2.81	.00	.37
C	1	3	1	2	1	1	2	3.91	.09		1	1			3	2	2	2	4.63	1.82**	-.73**
								3.63										3.42		

A - response

The range of importance is wide for city planners, and very wide for mayors and chairmen. Chairmen approach a random distribution. The mean importance rating of city planners was 3.81, somewhat above 'average' importance. Both chairmen and mayors accurately perceived the importance placed on this function by city planners. The means score for chairmen was 3.91. The difference in means is .09 which is not significant. The mean score for mayors was 3.18. The difference in means is .63, also not significant.

The mean of means for all types is 3.63, considerably above 'average' importance.

Within cities there are 4 cities, 3, 7, 8, 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 3, 7, and 8.

B - response

The range of importance is narrow for city planners and is extremely wide for chairmen. The mean importance rating of city planners was 2.81, somewhat above 'important'. The mean

score for chairmen was 4.63. The difference in means is 1.82, significant at the .05 level. The mean score for mayors was 2.81, which is identical to city planners. Therefore there is no difference in means and no significant difference.

Within cities there are 2 cities, 2 and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 such cities, 3 and 8.

Comparison of A and B responses

The mean importance of this function increased for city planners and mayors. The difference of means for city planners was 1.0 which is significant at the .05 level. The difference of means for mayors was .37 which is not significant. The difference of means for chairmen decreased. It was -.73 at the .10 level.

Within cities the total discrepancy decreased from 22 in A to 18 in B between city planners and mayors. Between city planners and chairmen it also decreased from 20 in A to 19 discrepancy units. The number of cities with a large discrepancy decreased from 4 in A to 2 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 3 in A to 2 such cities in B.

Item 413...to engage in engineering design proposals for drainage i.e., surfaced, ditches, creeks, storm sewers.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		1	3	2	2	2	1	4.36				2	4	3	1	1		3.54		.82**
M	1	1	2	1	1	2	1	4.63	.27		1		2	2	4	1		4.09	.55	.54
C		1	4	1	1	1	3	4.54	.18			2		1	2	3	3	5.18	1.64**	-.64*
								4.51												

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 4.36, somewhat below 'average'. Both chairmen and mayors accurately perceived the importance placed on this function by city planners. The mean score for chairmen was 4.54. The difference in means is .18 which is not significant. The mean score for mayors was 4.63. The difference in means is .27 which is also not significant.

The mean of means for all types was 4.51, midway between 'average' and 'less than average'.

Within cities there are 3 cities, 7, 9 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen their are 2 such cities, 2, and 11.

B - response

The range of importance for city planners is not as wide as in A. The mean importance rating for city planners was 3.54, midway between 'average' and 'important'. The mean score for chairmen was 5.18. The difference in means was 1.64, significant at the .05 level. The means score for mayors was

4.09. The difference in means was .55 which is not significant.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 such cities, 2, 3, 7, 11 and 12.

Comparison of A and B responses

The mean importance of this function increased in B for city planners and mayors. The difference in means for city planner was .82, significant at the .05 level. The difference in means for mayors was .54 which is not significant. The difference in means for chairmen decreased. It was -.64, significant at the .10 level.

Within cities the total discrepancy decreased from 19 in A to 12 in B between city planners and mayors. Between city planners and chairmen it increased greatly, from 14 in A to 30 discrepancy units. The number of cities with a large discrepancy decreased from 3 in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 5 in B.

Item 414...to engage in engineering design proposals for automobile parking; location and size.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	6	3				3.09			1	3	5	2				2.72		.37*
M	1		7	2	1			3.18	.09		1	3	5	2				2.72	.00	.46*
C	3	5	1	1		1		3.36	.18			3	2	3	1	1	1	3.81	1.09**	-.45**
								3.21												

A - response

The range of importance for this function is narrow for city planners, and wider for the other two. The mean importance rating for city planners was 3.09, slightly below 'important'. Both mayors and chairmen accurately perceived the importance placed on this function by city planners. The mean score for mayors was 3.18. The difference in means is .09 which is not significant. The means score for chairmen was 3.36. The difference in means is .18 which is also not significant.

The mean of mean importances is 3.21, somewhat below 'important'.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is only 1 such city, 7.

B - response

The range of importance is similar in B. The mean importance rating for city planners was 2.72, somewhat above 'important'. The mean score for chairmen was 3.81. The

difference in means is 1.09, significant at the .05 level. The mean score for mayors was 2.72, which is identical with city planners.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 7 and 12.

Comparison of A and B responses

The mean importance of this function increased for city planners and mayors. The difference in means for city planners was .37, significant at the .10 level. The difference in means for mayors was .46, also significant at the .10 level. The difference in means for chairmen decreased. It was -.45, also significant at the .10 level.

Within cities the total discrepancies decreased from 7 in A to 6 in B between city planners and mayors. Between city planners and chairmen it increased greatly, from 9 in A to 18 discrepancy units in B. The number of cities with a large discrepancy was zero in both A and B between city planners and mayors. Between city planners and chairmen it increased from 1 in A to 2 in B.

Item 415...to engage in urban design, i.e., by preparing proposals for such urban spaces as...civic squares, special street effects, semi-enclosed spaces around buildings, small parks, and open areas, and where design means preparing drawing, using aesthetic and utilitarian criteria and judgements.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	3	2	2	2	2	3.96			1	5	1	4				2.72		1.18**
M	3	5	3					2.00	1.90**		2	7	1	1				2.09	.63**	-.09
C	2	3	2		3	1		2.81	1.09**		1	4	2	1	2		1	3.27	.55*	-.46*

A - response

The range of importance is very wide for city planners. It almost approaches a random distribution. Their mean importance rating was 3.96, or almost 'average'. Both chairmen and mayors perceived city planners as placing greater importance on this function. The mean score for chairmen was 2.81. The difference in means is 1.09, significant at the .05 level. The mean score for mayors was 2.00. The difference in means is 1.90, also significant at the .05 level.

Within cities there are 4 cities, 3, 4, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 1, 5, and 8.

B - response

The range is much narrower for city planners in B. Their mean importance rating was 2.72, somewhat above 'important'. The mean score for chairmen was 3.27. The difference in means is .55, significant at the .10 level. The mean score for

mayors was 2.09. The difference in means is .63, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors, although the total discrepancy is high. Between city planners and chairmen there is 1 such city, 2.

Comparison of A and B responses

The mean importance of this function increased for city planners. The difference in means was 1.18, significant at the .05 level. The difference of means for mayors decreased. It was -.09 which is not significant. The difference of means for chairmen decreased. It was -.46, significant at the .10 level.

Within cities the total discrepancies decreased from 21 in A to 15 in B between city planners and mayors. Between city planners and chairmen it decreased from 20 in A to 16 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased, from 3 to 1 such city.

Item 416...to raise the question of the economic soundness of certain private proposals based on his knowledge of planning, i.e., for the city planner to make economic judgements and censures.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn		B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	2	3	1	3		4.09				2	3	3	2	1		3.72		.37
M	2	2	4	1		1	1	3.18	.91**		2	3	4	1	1			2.63	1.09**	.55**
C			3	4	1	1	2	4.54	.45*			3	1	1		3	3	4.72	1.00**	-.18

A - response

The range of importance in this function is very wide for all types. The mean importance rating for city planners was 4.09, slightly below 'average'. Chairmen perceived city planners as placing less importance on this function. Their mean score was 4.54. The difference in means is .45, significant at the .10 level. Mayors perceived city planners as placing much greater importance on this function. Their mean score was 3.18. The difference of means is .91, significant at the .05 level.

Within cities there are 2 cities, 6 and 11, with a large discrepancy between city planners and mayors. Between city planners and mayors there are 4 such cities, 4, 7, 11 and 12.

B - response

The ranges of importance in B are similar to A. The mean importance rating for city planners was 3.72, somewhat above 'average'. The mean score for mayors was 2.63. The difference in means was 1.09, significant at the .05 level. The mean score for chairmen was 4.72. The difference in means was 1.00,

also significant at the .05 level.

Within cities there are 2 cities, 1 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 such cities, 2, 4, 7, 10 and 11.

Comparison of A and B responses

The mean importance of this function increased in B for city planners and mayors. The difference of means for city planners was .37 which is not significant. The difference of means for a mayors was .55, significant at the .05 level. The difference of means for chairmen decreased. It was -.18 which is not significant.

Within cities the total discrepancy remained the same at 18 in A and 18 in B between city planners and mayors. Between city planners and chairmen it increased from 23 in A to 25 discrepancy units in B. The number of cities with a large discrepancy was 2 in A and 2 in B between city planners and mayors. Between city planners and chairmen it increased from 4 in A to 5 cities in B.

Item 417...to actually frame and write zoning ordinances and subdivision regulations for the city, rather than having this task performed by a lawyer.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	5	2		1	2		3.09		1	3	3	3		1		3.09		.00
M	1	4	3	2	1			2.81	.28		2	1	3	2	1	2	4.45	1.36**	-1.64**
C	2	3	1	1		1	3	3.81	.72*	3		1	1		2	4	4.54	1.45**	-.73*

A - response

The range of importance is very wide for all types. The scores for chairmen are bimodal. The mean importance rating for city planners was 3.09, slightly below 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.81. The difference in means is .28 which is not significant. Chairmen perceived city planners as placing less importance on this function. Their mean score was 3.81. The difference in means was .72, significant at the .10 level.

Within cities there are 3 cities, 3, 5, and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 4, 5, 9, and 10.

B - response

The range of importances in B is similar to A. The mean importance rating for city planners was 3.09, slightly below 'important'. The mean score for chairmen was 4.54. The difference in means is 1.45, significant at the .05 level. The

mean score for mayors was 4.45. The difference in means is 1.36, also significant at the .05 level.

Within cities there are 4 cities, 1, 2, 4, and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 6 such cities, 1, 2, 4, 7, 8 and 10.

Comparison of A and B responses

The mean importance of this function did not increase for any type. Since the mean difference of city planners was .00, there is no significance. The mean difference of chairmen decreased. It was -.73 which is significant at the .10 level. The mean difference of mayors also decreased. It was -1.64, significant at the .05 level.

Within cities the total discrepancy increased from 17 in A to 23 in B between city planners and mayors. Between city planners and chairmen it decreased from 26 in A to 24 discrepancy units in B. The number of cities with a large discrepancy increased from 3 in A to 4 cities in B between city planners and mayors. Between city planners and chairmen it also increased, from 4 in A to 6 cities in B.

Item 501...to scrutinize all requests for change of zoning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	4	2	2				2.27			2	3	3	3				2.63		-.36**
M	6	3	2					1.63	.64**		7	3	1					1.45	1.18**	.18
C	5	5	1					1.63	.64**		4	5	2					1.81	.82**	-.18

A - response (actual)

There is a wide range of importance placed on this function as indicated by mayors and chairmen. The range is wider for city planners. Their mean importance rating was 2.27, considerably below 'very important'. Both mayors and chairmen perceived city planners as placing greater importance on this function; further their mean scores are identical at 1.63. The difference in means is .64 which is significant at the .05 level.

When the data are analyzed on a within cities basis, there are no particular cities which contribute a large amount of discrepancy, either between city planners and mayors or between city planners and chairmen.

B - response (ideal)

There is a wide range of scores in B regarding what the importance of this function should be. The mean importance rating by city planners was 2.63, considerably above 'important'. The mean importance score for chairmen was 1.81. The difference in means was .82, significant at the .05 level. The mayors mean score was 1.45, greater than either city

planners or chairmen. Their difference in means is 1.18, significant at the .05 level.

When the data are analyzed on a within cities basis, there is 1 city, 8, with a large discrepancy between city planner and mayor. Between city planners and chairmen there is very little discrepancy and no city with a large discrepancy.

Comparison of A and B responses

The mean importance of this function in B decreased for city planners. Their difference of means was -.36, significant at the .05 level. The difference of means for mayors increased. It was .18 which is not significant. The difference of means for chairmen decreased. It was -.18 which is not significant.

When the data are analyzed on a within cities basis, the total discrepancies increased from 11 in A to 15 discrepancy units in B between city planners and mayors. Between city planners and chairmen it also increased, from 9 in A to 11 discrepancy units in B. The number of cities with a large discrepancy increased from no cities in A to 1 city in B between city planners and mayors. Between city planners and chairmen there are no such cities in either A or B with a large discrepancy.

Item 502...to defend new zoning proposals by the city at hearings.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2	4	3	2				2.45			1	4	3	3	2	1		2.81		-.36*
M	4	2	3		1		1	2.63	.18		6	2	1	1		1		2.09	.72**	.54**
C	4	4	1	1		1		2.28	.18		3	3	2	3				2.45	.36*	-.18
								2.45												

A - response

The range of importances vary from wide for city planners to extremely wide for mayors. The mean importance rating for city planners was 2.45, midway between 'very important' and 'important'. Both mayors and chairmen accurately perceived the importance placed on this function by city planners. The mean score for mayors was 2.63. The difference in means is .18 which is not significant. The mean score for chairmen was 2.28. The difference in means is also .18 which is not significant.

The mean of mean importances is 2.45, midway between 'very important' and 'important'.

Within cities there are 2 cities, 7 and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 10.

B - response

The range of importance in B is very wide for city planners. The mean importance rating for city planners was 2.81, somewhat above 'important'. The mean importance for chairmen

was 2.45. The difference in means is .36, significant at the .10 level. The mean importance of mayors was 2.09. The difference in means is .72, significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are no such cities.

Comparison of A and B responses

The mean importance of this function decreased for city planners. Their difference in means is -.36 which is significant at the .10 level. The difference in means for mayors increased. It was .54, significant at the .05 level. The difference in means for chairmen decreased. It was -.18 which is not significant.

Within cities the total discrepancy is 12 in A and 12 in B between city planners and mayors. Between city planners and chairmen it decreased from 14 in A to 12 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to 1 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 1 in A to no cities in B.

Item 503...to actively engage in all of the zoning tasks, rather than separating them from the planning office.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2	4	1	2				2.63			2	4	1	3	1			2.81		-.18
M	1	5	3	2				2.54	.09		4	2	2			1		2.63	.18	-.09
C	3	6	1	1				2.00	.63**		2	4	3		1		1	2.81	.00	-.81**
																		2.75		

A - response

The range of importances is wide for city planners for this function. The mean importance rating for city planners was 2.63, considerably above 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.54. The difference of means is .09 which is not significant. Chairmen perceived city planners as placing greater importance on this function. Their mean score was 2.00. The difference in means is .63, significant at the .05 level.

Within cities there are no cities with a large discrepancy, either between city planners and mayors, or between city planners and chairmen.

B - response

The ranges of importance are much wider in B for all types. The mean importance rating for city planners was 2.81, somewhat above 'important'. The mean score for chairmen was aslo 2.81, identical with city planners. Since there is no difference in means, there is no significance. The means score

for mayors was 2.63. The difference in means is .18 which is also not significant.

The mean of mean importances for all types was 2.75, somewhat above 'important'.

Within cities there are 2 cities, 4 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 such cities, 2 and 12.

Comparison of A and B responses

The mean importance of this function decreased for all types. The difference of means for city planners was -.18 which is not significant. The difference of means for mayors was -.09, also not significant. The difference of means for chairmen was -.81 and it is significant at the .05 level.

Within cities the total discrepancies increased from 11 in A to 13 in B between city planners and mayors. Between city planners and chairmen it increased greatly from 13 in A to 22 discrepancy units in B. The number of cities with a large discrepancy increased from no cities in A to 2 cities in B between city planners and mayors. Between city planners and chairmen it also increased from no cities in A to 2 such cities in B.

Item 504...to spend at least half of his total time on matters which pertain to zoning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		3	1	4	2	1		3.72			1		1	3	4	2		4.36		-.64**
M		2	4	2	3			3.54	.18			1	4	3	2	1		3.81	.55**	-.27
C	2	3		1	2	3		3.63	.09			3		1	4	3		4.36	.00	-.73**
								3.63												

A - response

The ranges of importance are very wide in this function for all types. The mean importance rating for city planners was 3.72, considerably above 'average'. Both chairmen and mayors accurately perceived the importance placed on this function by city planners. The mean score for chairmen was 3.63. The difference in means is .09 which is not significant. The mean score for mayors was 3.54. Their difference in means is .18, also not significant.

The mean of means importances for all types was 3.63, considerably above 'average importance'.

Within cities there are 2 cities, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 such cities, 2, 3, 8, and 12.

B - response

The ranges of importance are very wide in B also. The mean importance rating for city planners was 4.36, considerably below 'average'. The mean score for chairmen was identical with city planners at 4.36. Since there is no difference in

in means, there is no significance. The mean score for mayors was 3.81. The difference in means is .55, significant at the .05 level.

Within cities there are 2 cities, 7 and 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 7 and 8.

Comparison of A and B responses

The mean importance of this function is B decreased for all types. The difference of means for city planners was -.64 which is significant at the .05 level. The difference of means for chairmen decreased. It was -.73, also significant at the .05 level. The difference of means for mayors decreased. It was -.27 which is not significant.

Within cities the total discrepancy increased from 14 in A to 16 in B between city planners and mayors. Between city planners and chairmen it decreased from 19 in A to 14 discrepancy units in B. The number of cities with a large discrepancy is 2 in both A and in B between city planners and mayors. Between city planners and chairmen it decreased from 4 in A to 2 such cities in B.

Item 505...to decide on the most desirable use for urban land and properties.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		5	4	1	1			2.81			2	6	3					2.09		.72**
M	3	7	1					1.81	1.00**		2	7	2					2.00	.09	-.19
C	2	3	4	1	1			2.63	.18		1	2	5			1	2	3.63	1.54**	-1.00**

A - response

The range of importances for this function is wide for city planners and chairmen. The mean importance rating for city planners was 2.81, somewhat above 'important'. Chairmen accurately perceived the importance placed in this function by city planners. Their mean score was 2.63. The difference in means is .18 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 1.81. The difference in means is 1.00, significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen the same city, 8, has a large discrepancy.

B - responses

The range of importance in narrow for city planners and mayors, it is extremely wide for chairmen. The mean importance rating for city planners was 2.09, slightly below 'very important'. The mean score for chairmen was 3.63. The difference in means is 1.54 which is significant at the .05 level. The mean score for mayors was 2.00. The difference in means is

.09, not significant.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 cities, 2, 7, 12.

Comparison of A and B responses

The mean importance of this function increased for city planners. The difference in means is .72 which is significant at the .05 level. The difference of means decreased for chairmen. It was -1.00, also significant at the .05 level. The difference in means also decreased for mayors. It was -.19 and is not significant.

Within cities the total discrepancy decreased from 11 in A to 9 in B between city planners and mayors. Between city planners and chairmen it increased greatly, from 8 in A to 21 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased from 1 in A to 3 cities in B.

Item 506...to not only determine which land is 'prime industrial', but also to allocate that land to future use by industry by having it zoned 'industrial'.

	A. 1 2 3 4 5 6 7	$\bar{X}$	btn	B. 1 2 3 4 5 6 7	$\bar{X}$	btn	wtn
P	6 3 2	2.81		8 2 1	2.36		.45*
M	4 6 1	1.72	1.09**	4 4 3	1.90	.46	-.18
C	1 5 3 1 1	2.63	.18	1 3 3 1 1 2	3.63	1.27**	-1.00**

A - response

The range of importance is wide for city planners and chairmen. The mean importance rating for city planners was 2.81, somewhat above 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.63. The difference in means is .18 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 1.72. The difference in means is 1.09, significant at the .05 level.

Within cities there are 2 cities, 8, and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 8, and 10.

B - response

The range is narrow for city planners in B but is extremely wide for chairmen. The mean importance rating for city planners was 2.36, considerably below 'very important'. The mean score for mayors was 1.90. The difference in means was .46, significant at the .10 level. The mean score for

chairmen was 3.63. The difference in means was 1.27, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 2, 7, and 12.

Comparison of A and B responses

The mean importance of this function increased for city planners only. The difference in means is .45 which is significant at the .10 level. The mean score for chairmen decreased. It was -1.00, significant at the .05 level. The mean score for mayors also decreased. It was -.18 and is not significant.

Within cities the total discrepancy decreased from 14 in A to 9 in B between city planners and chairmen. Between city planners and chairmen it also increased greatly, from 12 in A to 22 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 3 cities in B.

Item 507...to allocate by zoning, all urban lands to their most desirable use as perceived by the city planner.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	4	1			1	3.00		2	7	2					2.00		1.00**
M	5	2	2	1	1			2.18	.82*	4	4	2	1				2.00	.00	.18
C	3	3	2	2	1			2.54	.46	3	3		2		3		3.63	1.63**	-1.09**

A - response

The range of importance for this function is very wide. The mean importance rating for city planners is 3.00, 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.54. The difference in means is .46 which is not significant at the .10 level. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.18. The difference in means is .82, significant at the .10 level.

Within cities there is 1 city, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 7 and 10.

B - response

The range of importance is narrow in B for city planners. Their mean importance rating is 2.00, 'very important'. The mean score for mayors was also 2.00. Since there is no difference there is no significance. The mean score for chairmen was 3.63. The difference in means is 1.63, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 1, 2, 7, 10 and 12.

Comparison of A and B responses

The mean importance of this function increased for city planners and mayors. The difference in means for city planners was 1.00, significant at the .05 level. The difference in means for mayors was .18 which is not significant. The difference in means for chairmen decreased. It was -1.09 which is significant at the .05 level.

Within cities the total discrepancy decreased from 17 in A to 10 in B between city planners and mayors. Between city planners and chairmen it increased greatly from 19 in A to 26 discrepancy units in B. The number of cities with a large discrepancy decreased from 1 in A to no city in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 5 cities in B.

Item 508...to develop a community plan which tries to satisfy demands for acreage lots, i.e., from 1/2 to 5 acres.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			1	2	3	3	2	5.27					2	2	2	3	1	1	4.18		1.09**
M		3	4	1	2	1		3.45	1.82**			2	1	2	5	1			3.18	1.00**	.27
C			2	3	4		1	1	3.81	1.46**				3	3	1	3	1	3.63	.55**	.18

A - response

The range of importance is wide for all types. The mean importance rating of city planners was 5.27, considerably below 'less than average'. Both chairmen and mayors perceived city planners as placing much greater importance on this function. The mean score for chairmen was 3.81. The difference in means is 1.46, significant at the .05 level. The mean score for mayors was 3.45. The difference in means is 1.82, also significant at the .05 level.

Within cities there are 5 cities, 1, 2, 3, 7, and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 cities, 7, 8, 11, and 12.

B - response

The range of importance is very wide in B for city planners. The mean importance rating for city planners was 4.18, somewhat below 'average importance'. The mean score for mayors was 3.18. The difference in means is 1.00, significant at the .05 level. The mean score for chairmen was 3.63. The difference in means is .55, also significant at the .05 level.

Within cities there are 4 cities, 1, 7, 8, and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 such cities, 7, 8, and 11.

Comparison of A and B responses

The mean importance of this function increased in B for all types. The difference in means for city planners is 1.09 which is significant at the .05 level. The difference in means for mayors is .27 which is not significant. The difference in means for chairmen is .18, also not significant.

Within cities the total discrepancy decreased from 24 in A to 19 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 22 in A to 20 discrepancy units in B. The number of cities with a large discrepancy decreased from 5 in A to 4 cities in B between city planners and mayors. Between city planners and chairmen it also decreased, from 4 in A to 3 cities in B.

Item 509...to develop a community plan which tries to satisfy demands for cluster building lots and neighborhoods, i.e., planned unit development.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	5	1	1			2.90					6	5			2.45		.45**
M	1	2	4	2	2			3.18	.28	2	1	4	2	2			3.09	.64**	.09
C		2	3	4	1			3.63	.73**		3	2	2	3	1		3.72	1.27**	-.09

A - response

The range of importance is wide for this function. The mean importance rating for city planners was 2.90, slightly above 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 3.18. The difference in means is .28 which is not significant. Chairmen perceived city planners as placing less importance on this function. Their mean score was 3.63. The difference in means is .73, significant at the .05 level.

Within cities there are 3 cities, 3, 8 and 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 10.

B - response

The range of importance is very narrow in B for city planners. However it is very wide for mayors and chairmen. The mean importance rating for city planners was 2.45, midway between 'very important' and 'important'. The mean score for chairmen was 3.72. The difference in means is 1.27, significant at the .05 level. The mean score for mayors was 3.09.

The difference in means is .64, also significant at the .05 level.

Within cities there is 1 city, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 cities, 4, 5, and 7.

Comparison of A and B responses

The mean importance of this function increased in B for city planners and mayors. The difference of means for city planners was .45, significant at the .05 level. The difference of means for mayors was .09 which is not significant. The difference of means for chairmen decreased. It was -.09 which is not significant.

Within cities the total discrepancy decreased from 15 in A to 13 in B between city planners and mayors. Between city planners and chairmen it increased from 14 in A to 18 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to 1 in B between city planners and mayors. Between city planners and chairmen it increased from 1 in A to 3 cities in B.

Item 510...to develop a community plan which tries to satisfy demands for town house lots, i.e., row housing.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	5	3	1			3.27					4	7				2.63		.64**
M	1	2	5		1	1	1	3.45	.18		1	1	4	2	1	2		3.63	1.00**	-.18
C			4	3	1	3		4.27	1.00**				4	1	2	2	2	3.72	1.09**	.55**

A - response

The range of importance is wide for city planners and chairmen and extremely wide for mayors. The mean importance rating for city planners was 3.27, considerably below 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 3.45. The difference in means is .18 which is not significant. Chairmen perceived city planners as placing less importance on this function. Their mean score was 4.27. The difference in means is 1.00, significant at the .05 level.

Within cities there are 4 cities, 1, 3, 4 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 9 and 10.

B - response

The range is very narrow for city planners. Their mean importance rating was 2.63, considerably below 'very important'. The mean scores for mayors and chairmen are similar. The mean score for mayors was 3.63. The difference in means was 1.00, significant at the .05 level. The mean score for chairmen was 3.72. The difference in means was 1.09, also significant at

.05 level.

Within cities there are 3 cities, 1, 4, and 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 cities, 4, 5, 7, and 10.

Comparison of A and B responses

The mean importance of this function increased in B for city planners and chairmen. The difference in means for city planners is .64 which is significant at the .05 level. The difference in means for chairmen was .55, also significant at the .05 level. The difference in means for mayors decreased. It was -.18 which is not significant.

Within cities the total discrepancy decreased from 20 in A to 15 in B between city planners and mayors. Between city planners and chairmen it increased from 17 in A to 18 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 3 cities in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 4 cities in B.

Item 511...to develop a community plan which tries to satisfy demands for high rise density apartment lots.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	3	5	1			3.45					3	6	1		1	3.09		.36
M	1	2	6	1	1			2.90	.55**		1	2	5	2	1			3.00	.09	-.10
C			5	4		2		3.90	.45*				4	2	1	2	1	1	3.72	.63**	.18

A - response

The range of importance is wide for all types. The mean importance rating for city planners was 3.45, midway between 'important' and 'average importance'. Chairmen perceived city planners as placing less importance on this function. Their mean score was 3.90. The difference in means is .45, significant at the .10 level. Mayors perceived city planners as placing greater importance on this function. Their mean score was 2.90. The difference in means is .55, significant at the .05 level.

Within cities there are 2 cities, 3 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 9 and 10.

B - response

The range of importance is very wide for city planners in B. Their mean importance rating was 3.09, slightly below 'important'. The mean score for chairmen was 3.72. The difference in means is .63, significant at the .05 level. The mean score for mayors was 3.00. The difference in means is .09 which is not significant.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 cities, 4, 5, and 10.

Comparison of A and B responses

The mean importance of this function increased in B for city planners and chairmen. The difference in means for city planners was .36 which is not significant. The difference in means for chairmen was .18, also not significant. The difference in means for mayors decreased. It was -.10 which is not significant.

Within cities the total discrepancy decreased from 16 in A to 5 in B between city planners and mayors. Between city planners and chairmen it increased from 13 in A to 17 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen it increased from 2 in A to 3 cities in B.

Item 512...to take a very strong stand against certain locations for commercial use because of existing or anticipated characteristics of the site, i.e., for him to advise strongly against.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn		B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			4	5	1		1	3.00						2	2	5	2		2.63		.37
M	5	4	2					1.72	1.28**			3	4	4					2.09	.54**	.37
C			6	3	2			2.63	.37			2	3	2	2		2		3.09	.46*	.45*

A - response

The range of importance is very wide for city planners, and narrow for the others. The mean importance rating for city planners was 3.00, 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.63. The difference in means was .37 which is not significant. Mayors perceived city planners as placing much greater importance on this function. Their mean score was 1.72. The difference in means is 1.28, significant at the .05 level.

Within cities there are 2 cities, 3 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 3.

B - response

The range of importance is wide in B for city planners and very wide for chairmen. The mean importance rating for city planners was 2.63, considerably above 'important'. The mean score for chairmen was 3.09. The difference of means is .46, significant at the .10 level. The mean score for mayors

was 2.09. The difference in means is .54, significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 3 cities, 7, 10 and 12.

Comparison of A and B response

The mean importance of this function increased for city planners. Their difference in means was .37 which is not significant. The difference of means for mayors decreased. It was .37 which is not significant. The difference in means for chairmen also decreased. It was .45, significant at the .10 level.

Within cities the total discrepancy decreased from 14 in A to 12 in B between city planners and mayors. Between city planners and chairmen it increased from 12 in A to 19 in B. The number of cities with a large discrepancy decreased from 2 in A to 1 city in B between city planners and mayors. Between city planners and chairmen it increased from 1 in A to 3 cities in B.

Item 513...to take a very strong stand against certain locations for residential use because of existing or anticipated characteristics of the site, i.e., for him to advise strongly against.

A.	1	2	3	4	5	6	7	$\bar{X}$	wtn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		5	2	1	2	1		3.27			2	3	4	2				2.54		.73**
M	4	5	2					1.81	1.46**		4	4	3					1.90	.64**	-.09
C		5	3	2		1		3.00	.27		2	3	2	2		2		3.09	.55**	-.09

A - response

The range of importance is very wide for city planners and chairmen. The mean importance rating for city planners was 3.27, considerably below 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.00. The difference in means is .27 which is not significant. Mayors perceived city planners as placing much greater importance on this function. Their mean score was 1.81. The difference in means is 1.46, significant at the .05 level.

Within cities there are 3 cities, 3, 8, and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 cities, 1, 3, 8, and 9.

B - response

The range of importance is wide for city planners in B. The mean importance rating for city planners was 2.54, midway between 'very important' and 'important'. The mean score for mayors was 1.90. The difference in means is .64, significant at the .05 level. The mean score for chairmen was 3.09. The

difference in means is .55, also significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planner and mayor. Between city planners and chairmen there are 3 cities, 7, 10, and 12.

Comparison of A and B responses

The mean importance of this function increased in B for city planners. The difference in means was .73 which is significant at the .05 level. The difference in means for mayors and chairmen are identical. They both decreased -.09 which is not significant.

Within cities the total discrepancy decreased from 18 in A to 20 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to 1 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 4 in A to 3 cities in B.

Item 601...to attend nearly all city council meetings.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		3	5	2	1			3.09			2	5	3	1				2.27		.72**
M	2	1	3	2	1	2		3.45	.36*		3	3	1	3		1		2.72	.45**	.73**
C	4	3	3			1		2.27	.82**		6	3		1	1			1.90	.37*	.37*

A - response (actual)

The range of importance for the city planners is wide; it is much wider for the others. The mean importance rating for city planners was 3.09, slightly below 'important'. Mayors perceived city planners as placing less importance on this function. Their mean score was 3.45. The difference in means is .36, significant at the .10 level. Chairmen on the other hand perceived city planners as placing greater importance on this function. Their mean score was 2.27. The difference in means is .82, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 11 and 12.

B - response (ideal)

The range of importance is similar in B. The mean importance rating for city planners was 2.27, considerably below 'very important'. The mean score for chairmen was 1.90. The difference in means is .37, significant at the .10 level. The mean score for mayors was 2.72. The difference in means is .45, significant at the .05 level.

Within cities there are no cities with a large discrepancy, either between city planners and mayors or between city planners and chairmen.

Comparison of A and B response

The mean importance for this function increased in B for all types. The difference in means for city planners was .72 which is significant at the .05 level. The difference in means for mayors was .73, also significant at the .05 level. The difference in means for chairmen was .37, significant at the .10 level.

Within cities the total discrepancy decreased from 14 in A to 11 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 15 in A to 11 discrepancy units. The number of cities with a large discrepancy was zero in A and B between city planners and mayors. Between city planners and chairmen it decreased from 2 in A to no cities in B.

Item 602...to train city personnel such as building permit and inspection department employees to understand the purposes, aims and procedures of planning as they apply to their particular roles.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	1	1	1	2	2	4.18			1	5	3	2				2.54		1.64**
M	1	1	4	1	2		2	3.90	.28		2		5	4				3.00	.46*	.90**
C	1	1	3	2	1		3	4.18	.00		1	1	5	1	1	1	1	3.63	1.09**	.55**
								4.09												

A - response

The range of importance for this function is extremely wide with the scores of chairmen approaching a near random distribution. The mean importance rating for city planners was 4.18, somewhat below 'average importance'. Chairmen accurately perceived the importance placed on this function by city planners; their mean score coincides with that of the city planners. There is no difference in means, hence no significance. Mayors too, accurately perceived the importance placed on this function by city planners. Their mean score was 3.90. The difference in means is .28 which is not significant either.

The mean of means for all types is 4.09, slightly below 'average importance'.

Within cities there are 3 cities, 5, 8, and 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 5 and 7.

B - response

The range of importance is wide for city planners and mayors but the range for chairmen is extremely wide. The mean

importance rating for city planners was 2.54, midway between 'very important' and 'important'. The mean score for mayors was 3.00. The difference in means was .46, significant at the .10 level. The mean score for chairmen was 3.63. The difference in means was 1.09, significant at the .05 level.

Within cities there is 1 city, 11, with a large discrepancy between city planner and mayor. Between city planners and chairmen there is also 1 city, 7.

Comparison of A and B responses

The mean importance of this function increased in B to a highly significant degree for all types. The difference in means for city planners was 1.64 which is significant at the .05 level. The difference in means for mayors was .90, also significant at the .05 level. The difference in means for chairmen was .55, likewise significant at the .05 level.

Within cities the total discrepancy decreased from 17 in A to 11 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 22 in A to 14 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to 1 city in B between city planners and mayors. Between city planners and chairmen it decreased also, from 2 in A to 1 city in B.

Item 603...to educate new council members and new planning commissioners to understand the purposes, aims and procedures of planning.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	4	1	3	1	1		3.18			2	6	3					2.09		1.09**
M	1	3	2	5				3.00			2	5	2	2				2.36	.27	.64**
C		3	3	2	1		2	3.81	.63**		2	2	5		1		1	3.00	.91**	.81**

A - response

The range of importance is very wide for city planners and chairmen. The mean importance rating for city planners was 3.18, somewhat below 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 3.00. The difference in means was .18 which is not significant. Chairmen perceived city planners as placing less importance on this function. Their mean score was 3.81. The difference of means was .63, significant at the .05 level.

Within cities there are 2 cities, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 8 and 9.

B - response

The range of importance is narrow for city planners in B, and extremely wide for chairmen. The mean importance rating for city planners was 2.09, slightly below 'very important'. The mean score for mayors was 2.36. The difference in means is .27 which is not significant. The mean score for chairmen

was 3.00. The difference in means is .91, significant at the .05 level.

Within cities there is 1 city, 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 7 and 10.

Comparison of A and B responses

The mean importance of this function increased in B to a highly significant degree for all types. The difference of means for city planners was 1.09 which is significant at the .05 level. The difference of means for chairmen was .81, also significant at .05 level. The difference of means for mayors was .64, significant at the .05 level.

Within cities the total discrepancy decreased from 18 in A to 13 in B between city planners and mayors. Between city planners and chairmen it increased from 15 in A to 16 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to 1 in B between city planners and mayors. Between city planners and chairmen there are 2 cities in A and 2 in B.

Item 604...to direct the activities of the city planning commission.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	6	3					2.36			3	6		1		1		2.37		.00
M	5	4	2					1.72	.64**		5	2	4					1.90	.47**	-.18
C	2	6	2		1			2.27	.09		4	3	1	1	1		1	2.63	.26	-.36*

A - response

The range of importance is narrow for city planners. Their mean importance rating was 2.36, considerably below 'very important'. Chairmen accurately perceived the importance placed by city planners on this function. Their mean score was 2.27. The difference in means is .09 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 1.72. The difference in means is .64 which is significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 7.

B - response

The range of importance is very wide in B for city planners, and extremely wide for chairmen. The mean importance rating for city planners was 2.37, considerably below 'very important'. The mean score for chairmen was 2.63. The difference in means is .26 which is not significant. The mean score for mayors was 1.90. The difference in means is .47,

significant at the .05 level.

Within cities there are 2 cities, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 3 and 11.

Comparison of A and B responses

The mean importance of this function did not change in B for city planners. It decreased for the others. There was no difference in means for city planners, hence no significance. The difference in means for chairmen decreased. It was -.36, significant at the .10 level. The difference in means for mayors decreased. It was -.18 and it is not significant.

Within cities the total discrepancy increased from 9 in A to 16 in B between city planners and mayors. Between city planners and chairmen it also increased, from 10 in A to 14 discrepancy units in B. The number of cities with a large discrepancy increased from no city in A to 2 in B between city planners and mayors. Between city planners and chairmen it also increased, from 1 in A to 2 cities in B.

Item 605...to provide the city planning commission with data and recommendations to present to the city council.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	2	6	3					2.09			3	4	3	1				2.18		.09
M	8	1	1	1				1.54	.55**		6	4	1					1.50	.68**	.04
C	8		1	1		1		1.90	.19		5	4	1			1		2.00	.18	.10

A - response

The range of importance is narrow in A for city planners and very wide for the chairmen. The mean importance rating for city planners was 2.09, slightly below 'very important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 1.90. The difference in means is .19 which is not significant. Mayors perceived city planners as placing greater importance on this function. Their mean score was 1.54. The difference in means was .55, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 4.

B - response

The range of importance is wide for city planners and very wide for chairmen. The mean importance rating for city planners was 2.18, somewhat below 'very important'. The mean score for chairmen was 2.00. The difference in means is .18 which is not significant. The mean score for mayors was 1.50. The difference in means is .68, significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planner and mayor. Between city planner and chairmen there are 2 such cities, 8 and 12.

Comparisons of A and B response

The mean importance of this function did not change to a significant degree from A to B. The mean importance decreased for city planners. It was .09 which is not significant. The difference in means for chairmen also decreased. It was .10 which is not significant. The difference in means for mayors increased. It was .04 which is not significant.

Within cities the total discrepancy decreased from 14 in A to 7 in B between city planners and mayors. Between city planners and chairmen it increased from 14 in A to 16 discrepancy units in B. The number of cities with a large discrepancy increased from none in A to 1 in B between city planner and mayor. Between city planners and chairmen it increased from 1 in A to 2 cities in B.

Item 606...to prepare an annual capital improvement program.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	1	2	1	1	2	4.00				7	2	2				2.54		1.46**
M		2	6	1	1		1	3.45	.55*		2	1	4	1	1	1	1	3.45	.91**	.00
C		6	3	1		1		2.81	1.19**		2	3	3	1		2		3.00	.46	-.19

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 4.00, 'average importance'. Both mayors and chairmen perceived city planners as placing more importance on this function. The mean score for mayors was 3.45. The difference in means is .55, significant at the .10 level. The mean importance for chairmen was 2.81. The difference in means was 1.19, significant at the .05 level.

Within cities there are 4 cities, 3, 5, 8 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 4 cities, 3, 4, 5 and 11.

B - response

The range of importance is narrow for city planners in B, and extremely wide for mayors. Chairmen's range is very wide. The mean importance rating for city planners was 2.54, midway between 'very important' and 'important'. The mean score for chairmen was 3.00. The difference in means is .46 which is not significant. The mean score for mayors was 3.45. The

difference in means is .91, significant at the .05 level.

Within cities there are 3 cities, 7, 8, 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 5 and 12.

Comparison of A and B responses

The mean importance of this function increased for city planners. The difference of means is 1.46 which is significant at the .05 level. There was no change in the means for mayors; hence there is no significance. The difference of means for chairmen decreased. It was -.19 which is not significant.

Within cities the total discrepancy decreased slightly from 20 in A to 18 in B between city planners and mayors. It also decreased between city planners and chairmen, from 27 in A to 17 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 3 in B between city planners and mayors. Between city planners and chairmen it decreased from 4 in A to 2 cities in B.

Item 607...to prepare the annual city planning budget.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	2	2	3	1			2.72			3	2	2	3		1		2.81		.09
M	3	6	1	1				2.00	.72**		4	2	4					2.00	.81**	.00
C	4	4	1		1		1	2.45	.27		4	2	1	1	1	2		2.90	.09	.45**

A - response

The range of importance is very wide for city planners. The range for chairmen is extremely wide. The mean importance rating for city planners was 2.72, considerably above 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 2.45. The difference in means is .27 which is not significant. Mayors perceived city planners as placing greater importance on this role. Their mean score was 2.00. The difference in means was .72, significant at the .05 level.

Within cities there are 2 cities, 4 and 10, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 5 and 10.

B - response

The range of importance is very wide for city planners and chairmen, and narrow for mayors. The mean importance rating for city planners was 2.81, somewhat above 'important'. The mean score for chairmen was 2.90. The difference in means is .09 which is not significant. The mean score for mayors was 2.00. The difference in means is .81, significant at the

.05 level.

Within cities there are 2 cities, 2 and 3 with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 4.

Comparisons of A and B responses

The mean importance of this function decreased where change occurred. The difference in means for city planners decreased. It was .09 which is not significant. The difference in means for chairmen also decreased. It was .45, significant at the .05 level. The difference in means for mayors did not change, hence there is no significance.

Within cities the total discrepancy decreased from 16 in A to 11 in B between city planners and mayors. Between city planners and chairmen it decreased from 17 in A to 15 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to 1 in B between city planners and mayors. Between city planners and chairmen there were 2 such cities in A and 2 in B.

Item 608...to interpret to inquierees the zoning ordinances as they apply to particular properties within the city.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	5	1	1	2	1		3.09			2	3	3	1	1	1		2.90		.19
M	2	4	4					2.36	.73**		4	2	5					2.09	.81**	.27*
C	3	5	3					2.00	1.09**		2	7	2					2.00	.90**	.00

A - response

The range of importance is very wide for city planners only. The mean importance rating for city planners was 3.09, slightly below 'important'. Both mayors and chairmen perceived the city planners as placing greater importance on this function. The mean score for mayors was 2.36. The difference in means is .73, significant at the .05 level. The mean score for chairmen was 2.00. The difference in means is 1.09, also significant at the .05 level.

Within cities there is 1 city, 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 5 and 8.

B - response

The range of importance is again very wide for city planners, and narrow for the others. The mean importance rating of city planners was 2.90, slightly above 'important'. The mean score for mayors was 2.09. The difference in means is .81, significant at the .05 level. The mean score for chairmen was 2.00. The difference in means is .90, also significant at the .05 level.

Within cities there are 2 cities, 4 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 8.

Comparison of A and B responses

The mean importance of this function increased for city planners and mayors and did not change for chairmen. The difference in means for city planners was .19 which is not significant. The difference in means for mayors was .27, significant at the.10 level. There is no difference of means for chairmen and therefore no significance.

Within cities the total discrepancy decreased from 18 in A to 15 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 19 in A to 16 discrepancy units in B. The number of cities with a large discrepancy increased from 1 in A to 2 in B between city planners and mayors. Between city planners and chairmen it decreased from 2 in A to 1 city in B.

Item 701...to have membership in the planning organization, American Institute of Planners.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	3	2		2	2	4.27				1	3	3	2	1	1	4.18		.09
M	5	3	2	1				1.90	2.37**		2	3	6					2.36	1.82**	-.46**
C	6	2	2	1				1.81	2.46**		3	4		2	2			2.63	1.55**	-.82**

A - response (actual)

The range of importance is very wide for city planners. Their mean importance rating was 4.27, considerably below 'average'. Mayors and chairmen both perceived city planners as placing far greater importance on this role than did the city planners themselves. The mean score for mayors was 1.90. The difference in means is 2.37, significant at the .05 level. The mean score for chairmen was 1.81. The difference in means is 2.46, also significant at the .05 level.

Within cities there are 4 cities, 7, 8, 11, and 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 3, 7, 8, 11, and 12.

B - response (ideal)

The range of importance in B is similar to A. The mean importance rating for city planners was 4.18, somewhat below 'average'. The mean score for chairmen was 2.63. The difference in means is 1.55, significant at the .05 level. The mean score for mayors was 2.36. The difference in means is 1.82, also significant at the .05 level.

Within cities there are 3 cities, 2, 7, and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 2, 3, 7, 11 and 12.

Comparison of A and B responses

The mean importance of this function increased for city planners only. Their difference in means is .09, which is not significant. The difference in means for mayors decreased. It was -.46 which is significant at the .05 level. The difference in means for chairmen also decreased. It was -.82 which is significant at the .05 level.

Within cities the total discrepancy decreased from 26 in A to 20 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 29 in A to 25 discrepancy units in B. The number of cities with a large discrepancy decreased from 4 in A to 3 in B between city planners and mayors. Between city planners and chairmen it is 5 cities in A and 5 in the B response.

Item 702...to have membership in the planning organization, American Society of Planning Officials.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	2	1	5		2		3.63			1	2	4	3	1			3.09		.54*
M	4	3	2	2				2.18	1.45**		1	2	6	2				2.81	.28	-.63*
C	6	2	1	2				1.90	1.73**		3	4	1	1	2			2.54	.55*	-.64*

A - response

The range of importance is very wide for city planners. The mean importance rating for city planners was 3.63, considerably above 'average'importance'. Mayors and chairmen perceived city planners as placing much greater importance on this function. The mean score for mayors was 2.18. The difference in means is 1.45, significant at the .05 level. The mean score for chairmen was 1.90. The difference in means is 1.73, also significant at the .05 level.

Within cities there are 2 cities, 8 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 cities, 3, 8, 11, and 12.

B - response

The range of importance is very wide for city planners in B also. Their mean importance rating was 3.09, slightly below 'important'. The mean score for mayors was 2.81. The difference in means is .28 which is not significant. The mean score for chairmen was 2.54. The difference in means is .55, significant at the .10 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 such cities, 2 and 12.

Comparison of A and B responses

The mean importance of this function increased for the city planners only. The difference in means was .54, significant at the .10 level. The difference in means for mayors and chairmen decreased. For mayors it was -.63 and for chairmen it was -.64, both of which are significant.

Within cities the total discrepancy decreased from 20 in A to 13 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 23 in A to 16 discrepancy units in B. The number of cities with a large discrepancy decreased from 2 in A to no cities in B between city planners and mayors. Between city planners and chairmen it also decreased, from 4 in A to 2 cities in B.

Item 703...to attend the national conventions held by the American Institute of Planners.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P				4	3		4	4.36					4	1	3	1	1	3.72		.64**
M	2	3	5				1	2.63	1.73**		1	3	5	1		1		2.90	.82**	-.27
C	3	5	1	1			1	2.36	2.00**		3	3	2	1	2			2.63	1.09**	-.27

A - response

The range of importance for this function is wide for all types. Their mean importance rating is 4.36, considerably below 'important'. Both mayors and chairmen perceived the city planners as placing very much greater importance on this function. The means score for mayors was 2.63. The difference in means is 1.73, significant at the .05 level. The mean score for chairmen was 2.36. The difference in means is 2.00, also significant at the .05 level.

Within cities there are 4 cities, 1, 3, 5, and 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 3, 5, 7, 10 and 11.

B - response

The range of importance is very wide in B. The mean importance rating for city planners was 3.72, somewhat above 'average importance'. The mean score for mayors was 2.90. The difference in means is .82, significant at the .05 level. The mean score for chairmen was 2.63. The difference in means is 1.09, also significant at the .05 level.

Within cities there is 1 city, 7, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 2, 3, 7, 10 and 11.

Comparison of A and B responses

The mean importance of this function increased for city planners only. Their difference in means was .64, significant at the .05 level. The difference in means decreased and by the same amount for mayors and chairmen. This difference is -.27, which is not significant for either type.

Within cities the total discrepancy decreased from 19 in A to 17 in B between city planners and mayors. Between city planners and chairmen it also decreased from 28 in A to 24 discrepancy units in B. The number of cities with a large discrepancy decreased from 5 in A to 1 in B between city planners and mayors. Between city planners and chairmen there are 5 such cities in the A and 5 in the B responses.

Item 704...to attend the national conventions held by the American Society of Planning Officials.

	A. 1	2	3	4	5	6	7	$\bar{X}$	btn	B. 1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		2	3	4	1	1		3.63			1	3	2	4	1		3.09		.54**
M	1	4	4	1		1		2.81	.82**		1	1	5	3	1		3.18	.09	-.37**
C	3	4	1	2		1		2.54	1.09**		3	3	1	2	2		2.72	.37**	-.18

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 3.63, considerably above 'average importance'. Both mayors and chairmen perceived city planners as placing greater importance on this function. The mean score for mayors was 2.81. The difference in means is .82, significant at the .05 level. The mean score for chairmen was 2.54. The difference in means is 1.09, also significant at the .05 level.

Within cities there are 4 cities, 1, 3, 5, and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 3 and 5.

B - response

The range of importance is slightly narrower in B. The mean importance rating for city planners was 3.09, slightly below 'important'. The mean score for mayors was 3.18. The difference in means is .09 which is not significant. The mean score for chairmen was 2.72. The difference in means is .37, significant at the .05 level.

Within cities there are 4 cities, 1, 3, 5, and 9, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 2 cities, 3 and 5.

Comparison of A and B responses

The mean importance of this function increased for city planners only. Their difference of means is .54, significant at the .05 level. The difference of means for both mayors and chairmen decreased. For mayors it was -.37, significant at the .05 level. For chairmen it was -.18 which is not significant.

Within cities the total discrepancy decreased from 21 in A to 7 in B between city planners and mayors. Between city planners and chairmen there are 18 discrepancy units in A and 18 in B. The number of cities with a large discrepancy decreased from 4 in A to no cities in B between city planners and mayors. Between city planners and chairmen there are 2 cities in A and 2 in B.

Item 705...to attend state and regional planning conferences.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P			4	3	4			3.00						7	4			2.36		.64**
M	2	4	4	1				2.36	.64**		2	6	1	2				2.27	.09	.09
C	4	2	3	2	2			2.36	.64**		3	2	3	3				3.45	1.09**	-1.09**

A - response

The range of importance for this function is narrow for city planners only. Their mean importance rating was 3.00, 'important'. Both mayors and chairmen perceived city planners as placing greater importance on this function, and both means are identical at 2.36. The differences in means are .64 which is significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 3.

B - response

The range of importance is very narrow for city planners in B. The mean importance rating was 2.36, somewhat below 'very important'. The mean score for mayors was 2.27. The difference in means is .09 which is not significant. The mean score for chairmen was 3.45. The difference in means is 1.09, significant at the .05 level.

Within cities there are no cities with a large discrepancy between either city planners and mayors or city planners and chairmen. The discrepancies are all very minor.

Comparisons of A and B responses

The mean importance of this function increased for both city planners and mayors. The difference in means for city planners was .64, significant at the .05 level. The difference in means for mayors was .09 which is not significant. The difference in means for chairmen decreased. It was -1.09 and is significant at the .05 level.

Within cities the total discrepancy decreased from 11 in A to 5 in B between city planners and mayors, and from 13 in A to 10 in B between city planners and chairmen. There are no cities with a large discrepancy in A and B between city planners and mayors. Between city planners and chairmen it decreased from 1 city in A to no cities in B.

Item 706...to attend refresher courses at least every two years.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	3	2	2			2	3.54			1	6	4					2.27		1.27**
M	3	3	5					2.18	1.36**		5	1	4	1				2.09	.18	.09
C	1	5	2			1	1	2.81	.73**		4	4	1	2				2.09	.18	.72**
																		2.15		

A - response

The range of importance is very wide for city planners and chairmen. Their mean importance rating was 3.54, midway between 'important' and 'average'. Both chairmen and mayors perceived city planners as placing greater importance on this function. The mean score for chairmen was 2.81. The difference in means is .73, significant at the .05 level. The mean score for mayors was 2.18. The difference in means is 1.36, significant at the .05 level.

Within cities there are 3 cities, 3, 7, and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 cities, 3, 7, 9 and 11.

B - response

The range of importance is narrow for city planners and others. The mean importance rating for the city planners was 2.27, considerably below 'very important'. The mean scores for mayors and chairmen are the same at 2.09. The difference in means is .18 which is not significant.

The mean of means for all types is 2.15, somewhat below 'very important'.

Within cities there are no cities with a large discrepancy, between either city planners and mayors or city planners and chairmen. The discrepancies are all minor.

Comparison of A and B responses

The mean importance of this function increased for all types. The difference in means for city planners was 1.27, significant at the .05 level. The difference in means for chairmen was .72, also significant at the .05 level. The difference in means for mayors was .09 which is not significant.

Within cities the total discrepancy decreased from 21 in A to 8 in B between city planners and mayors. Between city planners and chairmen it decreased from 19 in A to 6 discrepancy units in B. The number of cities with a large discrepancy decreased from 3 in A to no cities in B between city planners and mayors, and from 4 in A to no cities in B between city planners and chairmen.

Item 707...to let the city planning commission present the planners very (your) own ideas to the city council.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	4	3	1	1	1		3.00			1	4	1	3	1		1	3.27		-.27
M	3	2	3	1	2			2.72	.28		1	1	3	2		2	1	3.90	.63	-1.18*
C	2	3	1	1	1	3		3.45	.45			4		1	3	1	2	4.27	1.00*	.82
								3.06												

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 3.00, 'important'. Both mayors and chairmen accurately perceived the importance placed on this function by city planners. The mean score for mayors was 2.72. The difference in means is .28 which is not significant. The mean score for chairmen was 3.45. The difference in means is .45 which also is not significant.

The mean of mean importances among types for this function was 3.06, approximately midway between 'very important' and 'important'.

Within cities there are 2 cities, 8 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 4 cities, 5, 8, 11 and 12.

B - response

The range of importance is extremely wide in B, and the mayors scores approach a random distribution. The mean importance rating of city planners was 3.27, considerably below 'important'. The mean score for mayors was 3.09. The differ-

ence in means is .63 which is not significant at the .10 level. The mean score for chairmen was 4.27. The difference in means is 1.00, significant at the .10 level.

Within cities there are 4 cities, 1, 7, 9 and 11, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 7 cities, 1, 2, 3, 5, 7, 9 and 12.

Comparison of A and B responses

The mean importance of this function decreased in B for all types. The difference in means for city planners was -.27 which is not significant. The difference in means for chairmen was -.82, which is not significant. The difference in means for mayors was -1.18, significant at the .10 level.

Within cities the total discrepancy increased from 21 in A to 23 in B between city planners and mayors. Between city planners and chairmen it also increased, from 23 in A to 31 discrepancy units in B, which is a very high total discrepancy. The number of cities with a large discrepancy increased from 2 in A to 4 in B between city planners and mayors. Between city planners and chairmen it also increased, but from 4 in A to 7 cities in B.

Item 708...to refrain from personally engaging in local real estate such as buying, selling, renting, and investing in land or buildings.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	3	4	3			1		2.36			3	6	1	1				2.00		.36
M	6	3	2					1.36	.73*		3	4	1				3	3.18	1.18**	-1.55**
C	3	3		1			4	3.72	1.36**		6			1			4	3.45	1.45**	.27

A - response

The range of importance is very wide for city planners and extremely wide for chairmen. For mayors it is narrow. The mean importance rating for city planners was 2.36, considerably below 'very important'. Mayors perceived city planners as placing greater importance on this function. Their mean score was 1.63. The difference in means is .73, significant at the .10 level. Chairmen on the contrary perceived the city planners as placing much less importance on this function. Their mean score was 3.72. The difference in means was 1.36, significant at the .05 level.

Within cities there is 1 city, 3, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 3, 5, 9, 10 and 11.

B - response

The range of importance is not as wide in B for city planners. However for both mayors and chairmen it is extremely wide in B. The mean importance rating for city planners was 2.00, 'very important'. The mean score for mayors was 3.18.

The difference in means is 1.18, significant at the .05 level. The mean score for chairmen was 3.45. The difference in means is 1.45, significant at the .05 level.

Within cities there are 3 cities, 1, 2, 4, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are 5 cities, 3, 4, 5, 10 and 11.

Comparison of A and B responses

The mean importance of this function increased for city planners and chairmen. The difference in means for city planners was .36 which is not significant. The difference in means for chairmen was .27 which is not significant. The difference in means for mayors decreased. It was -1.55, significant at the .05 level.

Within cities the total discrepancy increased from 12 in A to 21 in B between city planners and mayors. Between city planners and chairmen it decreased slightly from 29 in A to 27 discrepancy units in B. The number of cities with a large discrepancy increased from 7 in A to 3 in B between city planners and mayors. Between city planners and chairmen there are 5 such cities in A and 5 in B.

Item 709...to carry out or contribute to public information programs such as press releases, newsletters, addresses to clubs and organizations.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P	1	4	4	1			1	2.81			1	6	3			1		2.45		.36*
M	2	4	2	2	1			2.63	.18		2	3	3	3				2.63	.18	.00
C	1	3	3	1	2	1		3.27	.46**		2	5	3	1				2.27	.18	1.00**
																		2.45		

A - response

The range of importance is very wide for all types for this function. The mean importance rating for city planners was 2.81, somewhat above 'important'. Mayors accurately perceived the importance placed on this function by city planners. Their mean score was 2.63. The difference in means is .18 which is not significant. Chairmen perceived the city planners as placing less importance on this function. Their mean score was 3.27. The difference in means is .46, significant at the .05 level.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 7.

B - response

The range of importance in narrower in B for all types. The city planners mean importance rating is 2.45, midway between 'very important' and 'important'. The mean score for mayors is 2.63. The difference in means is 1.18 which is not

significant. The mean score for chairmen is 2.27. The difference in means is also .18 which is not significant.

The mean of mean scores for this function among types, was 2.45, approximately midway between 'very important', and 'important'.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 3.

Comparison of A and B responses

The mean importance of this function increased for city planners and chairmen and remained the same for mayors. The difference of means for city planners was .36, significant at the .10 level. The difference of means for mayors was 1.00, significant at the .05 level. There was no difference in means for mayors, and no significance.

Within cities the total discrepancy decreased from 14 in A to 10 in B between city planners and mayors. Between city planners and chairmen it also decreased, from 13 in A to 10 discrepancy units in B. There are no cities with a large discrepancy in A or B between city planners and mayors. Between city planners and chairmen there is 1 city in A and 1 in the B response.

Item 710...to make brochures and pamphlets available to the public, on city planning topics.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	2	1	3	1		3.54				3	8					2.72		.82**
M	1	5	4	1				2.45	1.09**		1	4	5	1				2.54	.18	-.09
C		3	4	2		1		3.18	.36		1	6	3			1		2.54	.18	.64**
																		2.60		

A - response

The range of importance is very wide for city planners and chairmen. The mean importance rating for city planners was 3.54, midway between 'important' and 'average importance'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.18. The difference in means is .36 which is not significant. Mayors perceived the city planners as placing greater importance on this function. Their mean score was 2.45. The difference in means is 1.09, significant at the .05 level.

Within cities there are 2 cities, 8 and 12, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are also 2 cities, 7 and 12.

B - response

The range of importance for city planners is very narrow in B for this function. The range for chairmen is very wide as in A. The mean importance rating of city planners was 2.72, considerably above 'important'. The mean scores for mayors and chairmen are identical at 2.54. The difference in means is .18

which is not significant.

The mean of mean scores for this function was 2.60, approximately midway between 'important' and 'very important'.

Within cities there is no city with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 city, 7.

Comparison of A and B responses

The mean importance of this function increased for city planners and chairmen. The difference in means for city planners was .82, significant at the .05 level. The difference in means for chairmen was .64, also significant at the .05 level. The difference in means for mayors decreased. It was -.09 which is not significant.

Within cities the total discrepancy decreased from 14 in A to 6 in B between city planners and mayors. Between city planners and chairmen it is 14 discrepancy units in both A and in B. The number of cities with a large discrepancy decreased from 2 in A to no city in B between city planners and mayors. Between city planners and chairmen it also decreased, from 2 in A to 1 city in B. The discrepancies are minor with the exceptions as mentioned.

Item 711...to assist volunteer organizations on planning matters such as site selection for a city hall, court house, or perhaps a church.

A.	1	2	3	4	5	6	7	$\bar{X}$	btn	B.	1	2	3	4	5	6	7	$\bar{X}$	btn	wtn
P		4	2	3	1	1		3.36					5	5	1			2.63		.73**
M	2	4	4	1				2.36	1.00**		2	3	4	2				2.54	.09	-.18
C		1	7	2	1			3.27	.09		1	6	2	1	1			2.54	.09	.73**
																		2.57		

A - response

The range of importance is very wide for all types. The mean importance rating for city planners was 3.36, considerably below 'important'. Chairmen accurately perceived the importance placed on this function by city planners. Their mean score was 3.27. The difference in means was .09 which is not significant. Mayors perceived the city planners as placing greater importance on this function. Their mean score was 2.36. The difference in means is 1.00, significant at the .05 level.

Within cities there are 3 cities, 3, 7 and 8, with a large discrepancy between city planners and mayors. Between city planners and chairmen there are no such cities.

B - response

The range of importance is wide for all types. The mean importance rating for city planners was 2.63, considerably above 'important'. The mean score for mayors and chairmen are identical at 2.54. The difference in means is .09 which is not significant.

The mean of mean scores for this function was 2.57, approximately midway between 'important' and 'very important'.

Within cities there are no cities with a large discrepancy between city planners and mayors. Between city planners and chairmen there is 1 such city, 7.

Comparison of A and B responses

The mean importance of this function increased for city planners and chairmen. The difference in means for city planners was .73, significant at the .05 level. The difference in means for chairmen was .73, also significant at the .05 level. The difference in means for mayors decreased. It was -.18 which is not significant.

Within cities the total discrepancy decreased from 17 in A to 9 in B between city planners and mayors. Between city planners and chairmen there are 11 discrepancy units in A and 11 in B. The number of cities with a large discrepancy decreased from 3 in A to no city in B between city planners and mayors. Between city planners and chairmen it increased from no city in A to 1 city in B.

The foregoing analysis has examined three major areas of analysis for each item; frequency, selected statistical comparisons, and total discrepancy. Each item was treated separately. The analyses which follow will treat all items in an overall basis, and will emphasize polarities, comparisons of types, and item content. The first of these will be 'total discrepancy analysis' which now follows.

Total Discrepancy Analysis

The focal concern of this analysis is on the total within cities discrepancies for separate items, considered at their lowest and highest levels. These levels are referred to as the least and the greatest total discrepancy. Both least and greatest total discrepancy are analysed in both responses A and B. The importance ratings by types are only incidental in this analysis.

The procedure is as follows. The items of the study are first ranked into categories according to their total discrepancy. Each item is ranked twice, once for each pair. These categories are comprised of the ranked first 15 and the last 15 or more totals of discrepancy from either extremity. The number of ranks used, 15, is arbitrarily selected. The items thus obtained are then rearranged into their series for comparison.

The analyses are made on the basis of both items and series. The findings of total discrepancy between city planners and mayors, and between city planners and chairmen are presented separately, and are followed by comparisons. This is repeated for the least and greatest total discrepancy for each response. The first total discrepancy analysis is the A response.

It should be pointed out that the findings of this within cities analysis will occasionally be contrary to findings for the analyses of means. Such differences can be partly accounted for by the differences of cities, which are factored out by design in the selected statistical comparisons. Other differences may be due to the levels of significances used.

A-response (actual): least and greatest total discrepancy

In the A-response the total discrepancy is an indirect measure of disagreement. Agreement is measured in terms of the accuracy of the relevant others perceptions. The total discrepancy for an item is the summation of the absolute differences for all cities between the importance that each incumbent city planner actually places on the item, and the perceptions by one or other of his relevant others, of the importance they think their local incumbent city planner actually places on this item.

The objective in the A-response is to determine whether or not mayors and chairmen accurately perceive the importance

Table 1. Categories of least total discrepancy, A-response

P - M	P - C
223 counsel zoning chmn (7)	711 volunteer orgzns (11)
218 counsel chmn of pg comm	252 new planning issues
414 parking	242 plan by intent
	218 counsel chmn of CPC
222 counsel city pg comm (8)	
219 counsel city manager	236 influence local govt (10)
	226 counsel bldg inspr
604 direct CPC (9)	222 counsel city pg comm
402 extend master plan	604 direct CPC
	402 extend master plan
249 potential errors (10)	
226 counsel bldg inspector	501 scrutinize zoning (9)
217 counsel the mayor	220 counsel city engineer
207 forces of change	217 counsel the mayor
403 advanced planning	414 parking
705 state conferences (11)	231 influence city mngr (8)
505 desirable land use	221 counsel city council
503 all the zoning tasks	404 intermed planning
501 scrutinize zoning	505 desirable land use
231 infl city manager	
230 infl chmn of pg comm	207 forces of change (7)
	219 counsel city manager (1)
Total 18 items	Total 19 items

Total 12 items in common

207 forces of change
217 counsel the mayor
218 counsel chmn of CPC
219 counsel city manager
222 counsel city pg comm
226 counsel bldg inspr
231 infl city manager
402 extend master
414 parking
501 scrutinize zoning
505 desirable land use
604 direct CPC

placed on the items by city planners. The least and greatest total discrepancies isolate those items having the most accurate and most inaccurate perceptions, on a within cities basis.

The findings for the least total discrepancies are presented first.

Least total discrepancy: A-response The least total discrepancy in the A-response is comprised of 18 items of minor discrepancy between city planners and mayors and 19 items between city planners and chairmen. Total discrepancy ranges from a minimum of 7 discrepancy units up to 11 discrepancy units between city planners and mayors. Between city planners and chairmen it ranges from a minimum of 1 discrepancy unit to 11 discrepancy units. The items for both pairs appear in Table 1. The findings follow.

Findings: City planners and mayors The items having least total discrepancy between city planners and mayors occur in 6 categories in the A-response. There are 18 such items. These categories and items are as follows.

The first category consists of items with a total discrepancy of 7 discrepancy units. There are 3 such items. These 3 items have the very least total discrepancy between city planners and mayors in the A-response. The items are:

218...counsel the city planning commission chairman
223...counsel the zoning commission chairmen[1]
414...parking.

The second category consists of items with a total of 8 discrepancy units. There are 2 such items. These items are:

219...extend the master plan
222...counsel the city manager[2].

The third category consists of items with a total of 9 discrepancy units. There are 2 such items. These items are:

402...extend the master plan
604...direct the city planning commission.

The fourth category consists of items with a total of 10 discrepancy units. There are 5 such items. These are:

207...direct the forces of change
217...counsel the mayor
226...counsel the building inspector
249...point out potential errors in planning
403...advance planning.

The fifth and last category consists of items with a total of 11 discrepancy units. There are 6 items. These are:

230...influence the chairman of the city planning commission
231...influence the city manager
501...scrutinize changes of zoning
503...engage in all of the zoning tasks
505...decide on desirable land use
705...attend state planning conferences.

Discussion: Mayors and city planners The foregoing items have the least total discrepancy between city planners

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[1]This position is often filled by the chairman of the CPC. No record was kept to differentiate them.

[2]This discrepancy is based on the 5 cities which have a city manager. The total discrepancy in A could have been larger if there were 11 cities.

and mayors in the A-response. The discrepancies are a measure of the amount of disagreement between the importance actually placed by city planners and the importance which mayors perceived their local incumbent city planner to place on these items. Since the total discrepancy is least, the degree of accuracy of the perceptions by mayors is most accurate for these particular items.

When the items in each of these categories are rearranged according to series, they appear as follows.

207...direct forces of change*
217...counsel the mayor*
218...counsel chairman of the city planning commission*
219...counsel city manager*
222...counsel the city planning commission members*
223...counsel zoning chairman
226...counsel building inspector*
230...influence chairmen of the city planning commission
231...influence city manager*
249...potential errors

402...extend master plan*
403...advance planning
414...parking*

501...scrutinize zoning*
503...all the zoning tasks
505...desirable land use*

604...direct city planning commission*

705...state conferences.

There are no items in series 300.

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*Asterisk denotes items in common with city planners and chairmen also.

The most accurate perceptions by mayors occurred in the 200 series with 10 of the 18 items in this series alone. In particular the subset... 'to counsel'... is well represented. It includes 6 of the 10 items for this series. The subset ... 'to influence'... has 2 items.

Series 400 technical and 500 zoning each have 3 items with accurate perceptions by mayors.

There is 1 item each for series 600 and 700. This is a token representation only. There are no accurate perceptions by mayors for series 300, social roles.

Items unique to city planners and mayors Seven items with the least total discrepancy in the A-response are unique to city planners and mayors. These items are as follows:

223...counsel the zoning commission chairman
230...influence the CPC chairman
249...potential errors
403...advance planning
414...parking
503...all of the zoning tasks
705...state conferences.

There are no items for series 300 or 600.

Discussion In each of these items the importance placed on them by the city planners was accurately perceived by the mayors only. It may be inferred that mayors perceive the importance placed on these items by city planners more accurately than chairmen do.

City planners and chairmen The items having the least total discrepancy between city planners and chairmen in the A-response occur in 6 categories, ranging from a minimum of 2 up to 11 discrepancy units. There are 19 such items, analyzed as follows.

The first category of least total discrepancy consists of 1 item with a total of 1 discrepancy unit. This item is:

219..counsel the city manager[1].

The second category consists of items with a total of 7 discrepancy units. There is 1 such item; it is:

207...direct the forces of change.

The third category consists of items with a total of 8 discrepancy units. There are 4 such items. These are:

221...counsel the city council members
231...influence the city manager
404...intermediate planning
505...desirable land use.

The fourth category consists of items with a total of 9 discrepancy units. There are 4 such items. They are:

217...counsel the mayor
220...counsel the city engineer
414...parking
501...scrutinize zoning

The fifth category consists of items with a total of 10 discrepancy units. There are 5 such items. These are:

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[1]Only those 5 cities having a city manager were able to reply to this item in the A-response. The total discrepancy is therefore based on 5 cities only. See the sixth category in the text.

217...counsel the mayor
220...counsel the city engineer
414...parking
501...scrutinize zoning.

The fifth category consists of items with a total of 10 discrepancy units. There are 5 such items. These are:

222...counsel the city planning commission members
226...counsel the building inspector
236...influence local government
402...extend the master plan
604...direct the activities of the city planning commission.

The total number of items thus far is 15 items. However since one item, 219, is not based on all cities, an additional category is needed to substitute that one item.

The sixth category consists of items with a total of 11 discrepancy units. There are 4 such items. They are:

218...counsel the city planning commission chairmen
242...plan by intent
252...new planning issues
711...assist volunteer organization.

The total number is 19 items, within which occurs the item with fifteenth least total discrepancy.

Discussion: Chairmen and city planners The most accurate perceptions by chairmen on the importance actually placed by city planners occur in these 19 items. When the items of these categories are rearranged according to series they appear as follows:

207...forces of change*
217...counsel the mayor*
218...counsel the chmn of CPC*
219...counsel the city mgr*
220...counsel the city engineer
221...counsel the city council
222...counsel the CPC members*
226...counsel the bldg inspector*
231...influence the city mgr*
236...influence local govt
242...plan by intent
252...new planning issues

402...extend the master plan*
404...intermediate planning
414...parking*

501...scrutinize zoning*
505...desirable land uses*

604...direct the city planning commission*

711...volunteer organizations.

There are no items for series 300.

The most accurate perceptions by chairmen also occur in the 200 series, general planning with a total of 12 of the 19 items. They likewise occur mainly in the subset...'to counsel...' with 7 of the 12 items. There is also a high degree of accuracy for the 400 series technical, with 3 items. The remaining series have few items.

There is little accuracy in the perceptions of chairmen in series 600 or 700, and none in 300 social.

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*Asterisk denotes items in common with planners and mayors also for this analysis.

Items unique to city planners and chairmen There are 7 items unique to city planners and chairmen in the least total discrepancy for the A-response. These items are:

220...counsel the city engineer
221...counsel the city council
236...influence local government
242...plan by intent
252...new planning issues
404...intermediate planning
711...volunteer organizations

Discussion The items unique to chairmen occur mainly in the 200 series. In each of these items the importance placed by the city planners was accurately perceived by the chairmen but not by the mayors. It may be inferred that only chairmen accurately perceive the importance placed by city planners on these items.

Comparison of pairs, least total discrepancy in A When the least total discrepancies in the A-response between city planners and mayors, and city planners and chairmen are compared, it is found that there are 12 items which are common to both pairs. When these items are arranged in their series they appear as follows.

207...forces of change
217...counsel the mayor
218...counsel chmn of the CPC
219...counsel city manager
222...counsel CPC members
226...counsel building inspector
231...influence city manager

402...extend master plan
414...parking

501...scrutinize zoning
505...desirable land use

604...direct city planning commission.

Discussion The most accurate perceptions by both relevant others occur in these 12 items. These 12 items comprise approximately two thirds of the items having least total discrepancy in the A-response. In particular the greatest accuracy of perceptions by both relevant others occur for items in the subset 'to counsel', with only minor representation in the remainder of the 200 series, and in the 400 and 500 series.

There are no items for series 300 social considerations for either pair. The data support the hypotheses that neither mayors nor chairmen accurately perceive the importance placed on social roles by city planners.

In series 400 there are 2 items in common. These items are: 402...extend the master plan, and 414...parking. Mayors and chairmen accurately perceive the importance placed on these items by city planners.

In series 500 there are 2 items in common. These items are: 501...scrutinize zoning, and 505...desirable land use.

In series 600 there is 1 item in common. 604...to direct the city planning commission.

In series 700 there are no items in common.

The findings for the greatest total discrepancy follow.

Table 2. Categorized greatest total discrepancy, A-response

A-response	
City planners - Mayors	City planners - Chairmen
212 parochial schools (29)	701 AIP membership (29)
213 hospitals	708 real estate
314 higher land use (28)	703 AIP conventions (28)
224 counsel sch bd chmn (26)	211 jointly responsible (27)
701 AIP membership	253 solicit funds
	304 dilapidation
211 jointly responsible (25)	606 capital improvement
227 counsel fire chief (24)	212 parochial schools (26)
301 social disorganization	213 hospitals
408 other disciplines	209 sch bd meetings
508 acreage lots	417 write zoning ord'cs
243 ugly features (23)	228 counsel police chief (25)
248 natural disaster	305 public housing prob
406 past planning	
	210 joint studies (24)
234 influence hosp bd chmn (22)	233 influence sch bd chmn
308 promote public housing	248 natural disaster
311 enrichment of env't	
401 develop master plan	
412 intersections	
Total 18 items	Total 16 items

Total 5 items in common

211 jointly responsible
212 parochial schools
213 hospitals
248 natural disaster
701 AIP membership

Greatest total discrepancy: A-response The greatest total discrepancies in the A-response are also comprised of a differing number of items for the two pairs. Both pairs range up to a maximum of 29 discrepancy units. The first pair to be treated are city planners and mayors. The items appear in Table 2.

City planners and mayors There is a total of 18 items distributed among 7 categories between city planners and mayors. The categories are as follows.

The first category is the greatest total discrepancy between city planners and mayors in the A-response. It consists of items with a total of 29 discrepancy units. There are 2 such items. They are:

212...parochial schools
213...hospitals.

The second category consists of 1 item with a total of 28 discrepancy units. It is:

314...higher land use.

The third category consists of 2 items, each with a total of 26 discrepancy units. These items are:

224...counsel the school board chairmen
701...AIP membership.

The fourth category consists of 1 item with a total discrepancy of 25 discrepancy units. It is:

211...to be jointly responsible.

The fifth category consists of 4 items, each with a total discrepancy of 24 discrepancy units. They are:

227...counsel the fire chief
301...social disorganization
408...other disciplines
508...acreage lots.

The sixth category consists of 3 items, each with a total of 23 discrepancy units. They are:

243...ugly features
248...natural disaster
406...past planning issues.

The seventh category consists of 5 items each with a total of 22 discrepancy units. These items are:

234...influence the hospital borad chairman
308...promote public housing
311...enrichment of the environment
401...master plan
412...intersections

There is a total of 18 such items.

Discussion: Mayors and city planners for greatest total discrepancy in A The foregoing items have the greatest total discrepancy between the importance actually placed by city planners and the importance which mayors perceived city planners to place on the same items. Since the discrepancy is greatest, the degree of accuracy of perceptions by mayors is the lowest for these particular items. It can be inferred that the greatest inaccuracies of mayors perceptions of the importance placed by city planners' occur in these particular items.

When these items are rearranged into series they appear as follows:

211...jointly responsible (for school sites)*
212...parochial schools*
213...hospitals*
224...counsel school borad chairmen
227...counsel the fire chief
234...influence the hospital board chairman
243...ugly features
248...natural disaster*

301...social disorganization
308...promote public housing
311...enrichment of the environment
314...protect higher land uses

401...develop the master plan
406...past planning
408...other disciplines
412...intersections

508...acreage lots

701...AIP membership*

The largest number of inaccurate perceptions occur in the 200 series. Eight of the 18 items are in this series. The greatest degree of inaccuracy occurs in two items, 212 and 213, each with a total of 29 discrepancy units. Item 212... parochial schools, is 1 of the 3 school items found among the greatest total discrepancies for mayors.

Item 243...to point out the ugly features of the city. This item pertains to the ideal type city planner as an 'artist', as well as to his aesthetic beliefs and sentiments. Mayors very inaccurately perceived the importance placed on

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*The asterisk denotes items in common with the city planners and chairmen pairs.

aesthetics as being very much greater than city planners actually place on the item.

The 300 series has significant representation here with 4 items. It may be inferred that mayors do not accurately perceive the importance planners place on social roles. One item in particular warrants comment. Item 311...enrichment of the environment. This item is theoretically a cornerstone to the ideological belief structure of city planners. However the city planners do not place as much actual importance on it as mayors perceive them to. However in the B-response, city planners believe they ought to place more emphasis on it.

The 400 series technical is also significantly represented by 4 items. One item is 401...to develop the master plan. Mayors perceived city planners to place much greater emphasis on it than the city planners actually do. Again however, city planners do not actually place as much emphasis on it as they believe they should, as indicated in B.

City planners and chairmen There are 16 items comprising the greatest total discrepancy in the A-response between city planners and chairmen. They occur in 6 categories, ranging from a maximum of 29 discrepancy units down to 24 discrepancy units.

The first category of greatest discrepancy between city planners and chairmen in the A-response consists of items each with a total of 29 discrepancy units. There are 2 such items.

These items are:

701...AIP membership
708...real estate.

The second category consist of 1 item with a total of 28 discrepancy units. It is:

703...AIP conventions.

The third category consists of 4 items, each with a total of 27 discrepancy units. These items are:

211...jointly responsible
253...solicit funds
304...dilapidation
606...capital improvement programs.

The fourth category consists of 4 items, each with a total of 26 discrepancy units. These items are:

209...attend school board meetings
212...parochial schools
213...hospital locations
417...write zoning ordinances.

The fifth category consists of 2 items, each with a total of 25 discrepancy units. These items are:

228...counsel the chief of police
305...public housing problems.

The sixth category consists of 3 items, each with a total of 24 discrepancy items. These are:

210...joint studies
233...influence the school board chairmen
248...natural disaster.

Discussion: Chairmen and city planners It may be inferred that the greatest inaccuracies of perceptions by chairmen of the importance actually placed by city planners occur in these items. When these items are rearranged by

series they appear as follows.

209...attend school board meetings
210...joint studies
211...jointly responsible with*
212...parochial schools*
213...hospital location*
228...counsel the chief of police
233...influence school board chairmen
248...natural disaster*
253...solicit funds

304...dilapidation
305...public housing problems

417...write zoning ordinances

606...capital improvement program

701...AIP membership*
703...AIP conventions
708...real estate

The largest number of inaccurate perceptions by chairmen occur in the 200 series where there are 9 items. Five of these items pertain to schools. These are:

209...attend school board meetings
210...joint studies
211...joint responsibilities
212...parochial schools
233...counsel the school board chairmen

In each of these items, chairmen perceive city planners as placing considerably more importance than city planners actually place on the items. City planners believe they ought to place more importance on these items. The chairmen's perceptions in A correspond more closely to the city planners ideal importance in B, but differ significantly from the city planners in A.

One of the items with the largest total discrepancy in A is 701...AIP membership. It has 29 discrepancy units. Chairmen perceived far more importance for this item than actually exists. This item is discussed elsewhere.

Item 703...to attend AIP conventions. This item is also an extreme example of inaccurate perceptions by chairmen. Chairmen perceive city planners as placing far more importance on this function than city planners actually do, either in A, or in B. The data for these 2 items supports two hypothetical changes in the role of the city planners. The first of these is that the change is from a formerly professionally oriented role towards a bureaucratically oriented role. The second is that this change is not recognized by relevant others. Chairmen still perceive city planners as being professionally oriented to the AIP. However, the data indicate that city planners place significantly less importance on this aspect of their role than chairmen perceive them to. The data also partly support the hypothesis that the role of city planners is changing from its former professional orientation to a bureaucratic orientation.

Comparison of greatest total discrepancy in A: (inaccurate perceptions) There are only 5 of the 18 items between city planners and mayors, and 16 items between city planners and chairmen which are common to both pairs. When these items are rearranged into their series they appear as follows:

211...jointly responsible
212...parochial schools
213...hospital
248...natural disaster
701...AIP membership

Discussion: (Comparison of pairs) The ranges of total discrepancy for the 2 pairs are similar. Their extreme ranges are both 29 discrepancy units. The range between city planners and mayors is slightly wider than it is between city planners and chairmen, since there are more items with a larger total in the latter case. These items are all items of extreme inaccuracy by both relevant others.

There are fewer items common to both pairs for greatest discrepancy than there are for least discrepancy. The 5 items common to both pairs are considerably fewer than they are for least discrepancy where there are 12 items in common. It may be inferred that there are fewer items in common with statistically inaccurate perceptions than there are items with accurate perceptions of the importance placed by city planners.

Three of these items 211, 212, 213, common to both pairs not only pertain to the major expenditures of both public and non public funds, but also relate to very intense activities in urban life. For example, item 211...the location of public schools. This is generally considered to be a major planning role in the community. However both mayors and chairmen inaccurately perceive that city planners presently place much greater importance on this role than is the actual situation.

The reverse of this finding occurs in the B-response. Whereas city planners believe they ideally ought to place far more importance on this role, mayors and chairmen do not think it should be as important. The actual importance for city planners corresponds more closely to the ideal for mayors and chairmen.

Item 248...natural disasters: There is a high degree of inaccuracy for both relevant others, but in opposite directions. Mayors perceive city planners as placing far more importance on this item, whereas chairmen perceive far less importance. Again in B, city planners believe they ought to place much more importance on this item, while both relevant others place significantly less importance on it than do city planners in B.

Item 248 is typical of the contradictions and paradoxes frequently confronting city planners. Both role definitions and role perceptions are confused. The tendency is for progress to be obstructed. The Charles City, Iowa post disaster planning failure is an example of this item, where major difficulties were encountered with the planning proposals.

The foregoing items comprise some of the greatest inaccuracies common to both mayors and chairmen. They serve to point out some critical items where the perceptions of relevant others are highly inaccurate on basic roles.

The findings for the B-response follow.

Table 3. Categories of least total discrepancy, B-response

City planners - Mayors	City planners - Chairmen
207 forces of change(7)	213 hospitals (11)
209 sch bd meetings	218 counsel chmn of CPC
218 counsel chmn of CPC	222 counsel city pg comm
220 counsel city engineer	243 ugly features
221 counsel city council	245 development goals
223 counsel zoning chmn	250 costly mistakes
232 infl city council	403 advance planninq
247 cent bus district	501 scrutinize zoning
249 potential errors	711 volunteer orgzns
250 costly mistakes	
404 intermed planning	203 consult SDMs (10)
605 provide data	219 counsel city manager
704 ASPO conventions	407 interrelatedness
	601 attend council
201 coordinate officials (6)	705 state conferences
225 counsel pk bd chmn	709 public information
239 alternatives	
245 development goals	223 counsel zoning chmn (9)
302 social policy goals	236 infl local govt
414 parking	
710 brochures	402 extend master plan (7)
	404 intermed planning
219 counsel city manager (5)	
511 apartment lots	706 refresher courses (6)
705 state conferences	
231 infl city manager (4)	
Total 24 items	Total 20 items

Total 7 items in common

218 counsel CPC chmn
219 counsel city manager
223 counsel zoning chmn
245 development goals
250 costly mistakes
404 intermed planning
705 state conferences

B-response (ideal): Least and greatest total discrepancy

Total discrepancy analysis in the B-response is a direct measure of disagreement. It is based on what each respondent believes the ideal importance should be. It is the total of the absolute differences between members of pairs for each city regarding the ideal importance.

The totals for each pair are comprised of the 15 or more items of least and greatest discrepancies, as in A. The findings for least total discrepancy are presented first.

Least total discrepancy: B-response Least total discrepancy in the B response is comprised of 24 items between city planners and mayors, and 20 items between city planners and chairmen. The range of the discrepancies between city planners and mayors is from 4 to 7 discrepancy units. Between city planners and chairmen it is from 6 to 11 discrepancy units. These items are shown in Table 3. The findings for city planners and mayors are presented first.

City planners and mayors The items having the least total discrepancy between city planners and mayors occur in 4 categories in the B-response. There are 24 such items, appearing in Table 3. These categories and the items are as follows.

The first category consists of 1 item with a total of 4 discrepancy units. This is the least total discrepancy in B. The item is:

231...influence the city manager.[1]

The second category consists of items each with a total of 5 discrepancy units. There are 3 such items. They are:

219...counsel the city manager
511...apartment building lots
705...attend planning conferences

The third category consists of items with a total of 6 discrepancy units. There are 7 such items, as follows:

201...coordinate officials
225...counsel parks bd chmn
239...alternatives
245...develop planning goals
302...social policy goals
414...parking
710...brochures

The fourth category consists of items with a total of 7 discrepancy units. There are 13 such items. They are:

207...forces of change
209...attend sch bd meetings
218...counsel chmn of CPC
220...counsel city engineer
221...counsel city council
223...counsel zoning chmn
232...infl city council
247...central business district
249...potential errors
250...costly mistakes
404...intermed planning
605...provide data
704...ASPO conventions

Discussion: Mayors and city planners The focus of concern in B is agreement between types rather than accuracy of perceptions. It may be inferred that the foregoing 24 items have the least amount of disagreement between city planners and mayors based on a within cities analysis. When rearranged by series, these items appear as follows:

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[1] n = 10 cities.

201...coordinate officials
207...forces of change
209...school bd meetings
218...counsel CPC chmn*
219...counsel the city mgr*
220...counsel the city eng.
221...counsel the city council
223...counsel zoning chmn*

302...social policy goals

404...intermediate planning
414...parking

511...apartment building lots

231...influence the city mgr
232...influence the city council
239...alternatives
245...development goals*
247...central business district
249...potential errors
250...costly mistakes*

605...provide data

704...ASPO conventions
705...state conferences*
710...brochures

Most of the 24 items occur in the 200 series, general planning. There are 16 such items. Of these, 6 occur in the subset... 'to counsel'... It can be inferred that city planners and mayors agree on the ideal importance of the city planner to counsel the planning commission chairmen, city manager, city engineer, city council members, zoning commission, and the parks board chairman.

There are also 2 items 231, 232 from the subset... 'to influence'. Mayors and city planners will agree on the ideal importance for city planners item 231...to influence the city manager, and item 232...to influence the city council.

Item 209...to attend school board meetings; this item warrants comment. City planners and mayors agree on the importance of this function and they also both place a relatively high degree of importance upon it. The inference

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* The asterisk denotes items which are also common to the city planner and chairmen pair.

can be made that they both recognize the importance of this role in planning.

Of the remaining series only series 700 has more than one item for least discrepancy. Of the 3 items, 2 warrant comment; these are,

704...attend ASPO conventions
705...attend state planning conferences.

There is a high degree of importance placed on these two items by city planners and mayors. It may be inferred that agreement occurs between mayors and city planners on the importance of these items.

There is one item each for series 300, 500, and 600, and two items for series 400. It may be inferred that there is agreement between city planners and mayors on the importance of these particular items.

City planners and chairmen The 5 categories of least total discrepancy between city planners and chairmen in the B-response are comprised of a total of 20 items. These categories are as follows.

The first category has the smallest discrepancy. It consists of items with a total of 6 discrepancy units. There is one such item. It is:

706...refresher courses.

The second category consists of 2 items, each with a total of 7 discrepancy units. They are:

402...extend the master plan
404...intermediate planning.

The third category consists of 2 items each with a total of 9 discrepancy units. They are:

223...counsel the zoning chairmen
236...influence local government.

The fourth category consists of 4 items with a total of 10 discrepancy units. There are 6 such items. They are:

203...counsult SDMs
219...counsel the city manager
407...interrelatedness
601...attend council
705...state conferences
709...public information

The fifth category consists of items with a total of 11 discrepancy units. There are 9 such items. They are:

213...hospitals
218...counsel chmn of CPC
222...counsel CPC members
243...ugly features
245...development goals
250...costly mistakes
403...advance planning
501...scrutinize zoning
711...volunteer organizations

Discussion: Chairmen and city planners The least amount of disagreement between city planners and chairmen in this analysis occurs in these 20 items.

When rearranged into series, these items appear as follows.

203...consult SDM's
213...hospitals
218...counsel the chmn CPC*
219...counsel city mgr*
222...counsel CPC members
223...counsel the zoning chmn*
236...infl local government
243...ugly features
245...development goals*
250...costly mistakes*

402...extend the master plan
403...advance planning
404...intermediate planning*
407...interrelatedness
501...scrutinize zoning
601...attend council

*Items in common to both pairs, are denoted by asterisk.

705...attend state planning conferences*
706...attend refresher courses
709...public information
711...assist volunteer organizations.

There are no items for series 300.

There are a number of items in each of 3 series, 200, 400, and 700, a single item for each of series 500 and 600, and no mention for 300 series.

Half of the items occur in the 200 series, general planning. There are 10 such items. Of these, 4 are from the subset... 'to counsel'...

Item 236 is to influence local government decisions. Chairmen agree with city planners on the relative importance of this task. This is in contrast to the mayors who by this analysis do not agree with city planners on the importance of this item.

Item 243 is 'ugly features'. This item relates to the city planner as an artist, as well as focusing on his aesthetic values. City planners and chairmen agree on its importance.

Seven of these items are also common between city planners and mayors, and the findings are now presented.

Comparison of pairs for least total discrepancies in B

Of the 23 items between city planners and mayors and 19 items between city planners and chairmen, 7 items are common to both pairs. These items are:

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*Items in common to both pairs, are denoted by asterisk.

218...counsel the chmn of the CPC**C[1]
219...counsel the city manager
223...counsel the zoning chmn
245...development goals
250...costly mistakes

404...intermediate planning**C
705...state conferences**C

There are no items in common for series 300, 500 and 600.

Discussion The 7 items common to both pairs for least total discrepancy constitute approximately one third of the items of each pair. These items represent the least amount of disagreement between city planners, mayors, and chairmen in the B-response for the entire study in this within cities analysis. Agreement is in terms of the disagreement of what the importance of these items ideally should be.

The only task area where any number of items with agreement common to both pairs occurs is in the 200 series, with 5 items. Three of these items occur in the subset...'to counsel' ... They are item 218...chairman of planning commission, 223...zoning chairman, and item 219...city manager. However only 5 of the 11 cities studied actually have a city manager, so agreement in 219 is based on conjecture.

The greatest total discrepancy analysis follows next.

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[1]The asterisk and abbreviation for type denotes that there are statistically significant differences of means for such items, even though there is agreement in a within cities analysis.

Table 4. Categories of greatest total discrepancy, B-response

City planners - Mayors	City planners - Chairmen
254 official's dislikes (30)	311 enrichment of env't (33)
215 select plan chmn (29)	215 select plan chmn (32)
235 infl policy makers (26)	216 select plan comm'rs
237 make policy (24)	707 his very own ideas (31)
409 engineering overlap	410 thorofares (30)
216 select plan comm'rs (23)	413 drainage
236 infl local govt	248 natural disasters (29)
241 plan by response	
306 mig worker housing	708 real estate (27)
417 write zoning ord	237 make policy
707 his very own ideas	
	507 most desirable use (26)
240 evoke statements (22)	
308 promote public housing	240 evokes statements (25)
406 review past pg issues	304 dilapidation
	306 mig worker housing
708 real estate (21)	308 public housing
	416 economic judgements
313 existing density (20)	701 AIP membership
701 AIP membership	
Total 17 items	Total 16 items

Total 9 items in common

215 select plan chmn
216 select plan comm'rs
237 make policy
240 evoke statements
306 mig worker housing
308 promote public housing
701 AIP membership
707 his very own ideas
708 real estate

Greatest total discrepancy, B-response The greatest discrepancy in the B-response is comprised of items having the greatest amount of absolute difference or disagreement between city planners and their relevant others. This difference or discrepancy is the measure of disagreement.

The total number of items differs for the two pairs, as do the ranges of total discrepancy. These items are shown in Table 4. The findings for city planners and mayors are presented first.

City planners and mayors There is a total of 17 items which occur in 8 categories of total discrepancy between city planners and mayors. They range from a maximum of 30 down to 20 discrepancy units. The categories consist of the following items.

The first category consists of 1 item with a total of 30 discrepancy units. It is:

254...official dislikes.

The second category consists of 1 item, with a total of 29 discrepancy units. It is:

215...select the chairman of the city planning commission.

The third category consists of 1 item, with a total of 26 discrepancy units. It is:

235...influence policy makers.

The fourth category consists of 2 items, with a total discrepancy of 24 discrepancy units. These items are:

237...make policy
409...engineering overlap.

The fifth category consists of items with a total of 23 discrepancy units. There are 6 such items. They are:

216...select planning commissioners
236...influence local government
241...plan by response
306...migrant worker housing
417...write zoning ordinances
707...his very own ideas.

The sixth category consists of 3 items with a total of 22 discrepancy units. They are:

240...evoke statements
308...promote public housing
406...review past planning.

The seventh category consists of 1 item, with 21 discrepancy units. It is:

708...real estate.

The eighth category consists of 3 items with a total of 20 discrepancy units. They are:

242...plan by intent
313...existing density
701...AIP membership.

Discussion: Mayors and city planners The greatest amount of disagreement between city planners and mayors in the ideal response occurs in these particular items. When rearranged into series these 17 items appear as follows:

215...select chmn CPC*
216...select CPC members*
235...influence policy makers
236...influence local gov't
237...make policy*
240...evoke statements*
241...plan by response
254...officials dislikes

306...migrant worker housing*
308...promote public housing*
313...existing density

406...review past planning
409...engineering overlap
417...to write zoning ordinances

701...AIP membership*
707...his very own ideas*
708...real estate*

There are no items for series 500, and 600. Over half the items come from the series 200, general planning.

There are no items from the subset ...'to counsel'. It may be inferred that there will only be minor disagreement on these items between city planners and mayors.

There are 5 items, 235, 236, 237, 240, and 254 which pertain to influence and to policy making. Any of these items may be interpreted subjectively by mayors, and there is a high level of disagreement for all of them.

There are a number of items for series 300, 400 and 700. It can be inferred that major disagreement will occur for these items concerning social, technical, and public relations task areas.

There are no items from series 500 zoning or 600 administration. These series are significant by their absence. It

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*The asterisk denotes items which are in common with the city planners and chairmen pair.

may be inferred that there is a less disagreement in these two task areas in the ideal response than in the other series.

City planners and chairmen There are 16 items among the greatest total discrepancies between city planners and chairmen in the B-response. They occur in 8 categories, and range from a maximum of 33 down to 24 discrepancy units.

The first category of greatest discrepancy consists of 1 item with 33 discrepancy units. It is:

311...enrichment of the environment.

The second category consists of items with a total of 32 discrepancy units. There are 2 such items. They are:

215...select planning chairman
216...select planning members.

The third category consists of 1 item with 31 discrepancy units.

707...his very own ideas.

The fourth category consists of items with a total of 30 discrepancy units. There are 2 such items. These are:

410...thorofares
413...drainage.

The fifth category consists of 1 item with 29 discrepancy units. It is:

248...natural disasters.

The sixth category consists of items with a total of 27 discrepancy units. There are 2 such items. They are:

237...make policy
708...real estate.

The seventh category consists of 1 item with a total of 26 discrepancy units.

507...most desirable use.

The eighth category consists of items with a total of 25 discrepancy units. There are 6 such items. They are:

240...evoke statements
304...dilapidation
306...migrant worker housing
308...promote public housing
416...economic judgments
701...AIP membership.

Discussion: City planners and chairmen The greatest amount of disagreement between city planners and chairmen in the ideal response occurs for these particular items. When rearranged into series, the items appear as follows.

215...select CPC chairmen*
216...select CPC members*
237...make policy*
240...evoke statements*
248...natural disasters

405...panic issues
410...thorofares
413...drainage

304...dilapidation
306...migrant worker housing*
308...promote public housing
311...enrichment of environment

507...most desirable use

701...AIP membership*
707...his very own ideas*
708...real estate*

There are no items for series 600.

One finding is the absence of items for series 600 administration. It may be inferred that this series is not one where wide differences of opinions occur. Series 500

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*Asterisk denotes items in common with mayors and city planners.

zoning is only represented by one item.

It may be inferred that the greatest degree of disagreement between city planners and chairmen in the ideal response occurs in items in series 200, 300, 400 and 700. Since over half of these items are common to both pairs only those items unique to city planners and chairmen warrant discussion here.

Item 311...enrichment of the environment, is the item of greatest disagreement between city planners and chairmen when analyzed on a within cities basis. It has 33 discrepancy units. This is somewhat ironic considering that it is in a cornerstone to the ideological belief structure of city planners.

Item 248...natural disasters, pertains to the chance of reconstructing the city. However chairmen do not agree with city planners on its importance and do not place much importance on it.

Comparison of pairs for the greatest total discrepancies in B In the B-response there are 9 items with a greatest total discrepancy, common to both city planners and mayors, and city planners and chairmen. These are as follows.

215...select planning chairman
216...select planning members
237...make policy
240...evoke statements

306...migrant worker housing
308...promote public housing

701...AIP membership
707...his very own ideas
708...real estate

There are no items from series 400, 500 and 600.

Discussion The highest degree of disagreement between city planners and both relevant others occurs for these particular items. Over half the items for total greatest discrepancy for each pair are included. However they only comprise 7-1/2 per cent of all items studied. Certain findings warrant discussion.

One finding is the absence of items from series 400, 500 and 600.

Of the 3 series which do have items in common, no one series has large number of items. The number of items only ranges from 2 to 4 items. The emphasis is on general planning, social considerations, and personal considerations. This same emphasis occurs for the items of each pair considered separately, where there are very few items from series 400, 500 and 600 by either pair. Some items warrant discussion.

Item 215...to select the chairman, and 216...to select members of the city planning commission. These two items have total discrepancy totals for both pairs. This was expected by the author when they were included among the items.

Item 240...to evoke goal statements, is a contentious item. There are several cities with a large discrepancy for both pairs. Although the mean score of city planners (of 2.54) indicates a very high degree of ideal importance by city planners, there are sharp differences between city planners and relevant others. The data support the propositions of the

author and of the literature that: 1) this item is a role of city planning based on the frequency analysis, 2) that it is an important role according to the city planners, 3) that it is not perceived as such by relevant others, based on their mean scores.

Item 306...housing for migrant workers. This item pertains to the social roles of city planners. Mayors and chairmen rated it even less important than city planners. It may be inferred that this kind of role is marginal for city planners even in the ideal context. It should also be noted that it has not emerged as a real problem in the sample areas.

Item 308...promote public housing. From the major discrepancies and from the highly significant differences of means, it may be inferred that relevant others do not think this function should be as important a role as city planners believe it should be.

Item 701...AIP membership. This particular item pertains to the ideal type city planners as a professional. Both mayors and chairmen believe this role should be much more important than city planners do. There is very little difference in means between responses A and B for city planners, which implies that city planners think the actual importance is already at an ideal or adequate level of importance. It can be inferred that 1) the relevant others perceive city planners to place a far greater importance on this role than city planners actually do; 2) that city planners do not actually place

a great deal of importance on this role; 3) that city planners do not think they should ideally place more importance on it. There are professional implications to these findings. It may be inferred that this role does not hold the interest of city planners, as the relevant others might think it should.

Comparison of least and greatest total discrepancies, B-response: Discussion The range of the least total discrepancies between city planners and mayors is both much narrower and of lower intensity than it is between city planners and chairmen. It lies between 4 and 7 discrepancy units. There is much more total disagreement between city planners and chairmen where it ranges from 6 to 11 discrepancy units, and where most items occur in the 10 and 11 discrepancy units categories.

There is a similar finding for the greatest total discrepancy analysis. Although the ranges of categories are almost as wide for both pairs, ranging from 20 to 30 between city planners and mayors, and 24 to 33 discrepancy units between city planners and chairmen, there are more items with very high total discrepancy between chairmen and city planners than there are between mayors and city planners. It can also be inferred that major disagreements on the ideal importance of roles will be of a lower magnitude between city planners and mayors than they are between city planners and chairmen. It can be further inferred that over the entire list of items, generally the magnitude of disagreements on the ideal importance

of roles are less intense between mayors and city planners than between chairmen and city planners.

There are more items (9 items) in common among the greatest total discrepancies, than there are items among the least total discrepancies, (5 items), even though more items are included in the least total discrepancy analysis. It may be inferred that for ideal importance there are more items common to both pairs with major disagreement than there will be items with minor disagreement. Although the data to support this is slight, it seems to imply that the roles of city planners are defined differently.

There are 2 items which occur in both the least and the greatest total discrepancies in the B-response. The first of these is item 236...to influence action. This item occurs in the least total discrepancy between city planners and chairmen, and in the greatest total discrepancy between city planners and mayors. It may be inferred that generally there is only very minor disagreement on the importance of item 236 between city planners and chairmen. However between city planners and mayors there is major disagreement, as this item has one of the greatest total discrepancies in the study. This finding is supported by the difference of means for mayors only.

Item 302...social policy objectives. This item is the reverse of the preceding item. Least total discrepancy occurs between city planners and mayors, where there are only minor discrepancies, whereas there is greatest total discrepancy

between city planners and chairmen. It can be inferred that between city planners and mayors, there is agreement on the importance of social policy objectives as a role of city planners, but major disagreement between city planners and chairmen. This finding is also supported by the differences of means scores for relevant others.

Comparison of the A- and B-responses for total discrepancies The general observation which emerges from the A-response analysis is that while city planners may not actually place as much importance on an item as they believe they should, city planners are often perceived to place an actual importance equivalent to what they feel they ideally should place on the item. Restated the perceptions by relevant others in the A response are frequently comparable to the B-response of city planners. From this it can be inferred that there are often great inaccuracies of perceptions by others. Relevant others often perceive the ideal norms of city planners more accurately than they do the actual, and that they confuse these with the city planner's actual real world importances.

The foregoing section has treated the data on a within cities basis. However it consists of totals for all of the cities for each item. The analysis to follow is based on the totals for all items for each city taken separately. It is called 'the within cities discrepancy index analysis'.

Within Cities Discrepancy Index Analysis

Discrepancy analysis is not limited to the total discrepancy for given items. Discrepancy analysis can also be applied to all items for a given city. In this study this is referred to as 'discrepancy index'. The discrepancy index is used here to compare cities, and is referred to as 'within cities' discrepancy index analysis. It is a useful instrument in that it avoids the 'average' city approach.

The method of analysis is as follows. The subtotal discrepancy is determined for each city by summing the discrepancy for every item. This is done in both responses and for both pairs of types, as elsewhere.

The within city discrepancy index is calculated by dividing these subtotals by the total number of items. The within cities discrepancy indexes are as follows:[1]

Table 5a. Within cities discrepancy index

	Cities, A-response										
	1	2	3	4	5	7	8	9	10	11	12
P-M	.96	1.13	2.30	1.17	.90	2.90	2.75	1.37	.90	1.35	1.25
P-C	1.13	1.24	2.11	1.42	1.32	1.69	2.19	1.69	1.33	1.60	1.48
	Cities, B-response										
P-M	1.01	1.29	1.13	1.10	.68	1.55	1.71	1.06	1.27	1.51	.99
P-C	1.22	1.66	1.26	1.18	1.45	2.32	1.41	1.38	1.87	1.90	1.66

[1]Note there is no city number 6.

These indexes vary considerably between responses and pairs and cities. They range from less than 1.0 to almost 3.0. Therefore some threshold level is needed as criterion of comparison. The 10 per cent level of difference was arbitrarily selected, which is the same level as used in the selected statistical comparisons. Since a 100 per cent difference would be a discrepancy of 7 discrepancy units on the 7-point scale, a 10 per cent difference is 1.67 discrepancy units. Cities whose index exceeds the 10 per cent level are said to be 'different' at the 10 per cent level, and those cities less than 10 per cent are said to be 'not different'. Such differences are interpreted differently in the A and B responses.

Findings, A-response: Within cities discrepancy index

The range of within cities discrepancies between city planners and mayors is from 112 to 334, or 227 discrepancy units. This is from .96 to 2.90 or 1.94 index units. The average is 1.55, which is 0.12 discrepancy units below the 10 per cent level.

The range between city planners and chairmen is from 132 to 256, or 124 discrepancy units. In terms of the index this is from 1.13 to 2.19, or 1.06 index units. The average is 1.57 which is 0.10 discrepancy units below the 10 per cent level. The range between city planners and chairmen begins at a higher level of 132 discrepancy units, but is narrower than the range between city planners and mayors by more than 100

discrepancy units.

The within cities discrepancy between city planners and mayors is less than that between city planners and chairmen in all cities excepting cities 3, 7, 8 in the A-response. The discrepancy between city planners and mayors is somewhat more than it is between city planners and chairmen in city 3, by 22 discrepancy units: it is considerably more in city 8 by 68 discrepancy units, and very much more than between city planners and chairmen in city 7 by 141 discrepancy units. In these same 3 cities 3, 7, 8, the discrepancy index between city planners and mayors all exceed the 10 percent level. Their indexes are 2.3, 2.75, and 2.90 respectively. They represent 27 percent of the cities studied.

Four cities, 3, 7, 8, 9 exceed the 10 percent level between city planners and chairmen in A. Their indexes are 1.69, 1.67, 2.11, and 2.19 respectively. Three of them, cities 3, 7, 8 are common to city planners and mayors in this respect. These 4 cities represent 36 percent of the cities studied.

Discussion, A-response A low within cities discrepancy index between types in the A-response is an indicator of accurate perceptions by relevant others. The 10 percent level has arbitrarily been selected as the level where 'inaccuracy' per se begins.

The average within city discrepancy index is just short of the 10 percent level. If it may be rounded out it can then be inferred that the perceptions by relevant others for the

average city and average role will not be accurate at the 10 percent level. However the purpose of the within cities discrepancy analysis is to avoid 'the average city'.

The within cities discrepancy analysis indicates that the perceptions of mayors were accurate in 8 of the 11 cities, and of these 8 cities, all of them were considerably below the 10 percent level.

In 2 of the 3 cities exceeding the 10 percent level, the mayors made excessive use of the scale of relative importance. There are an unusually high proportion of replies number one, 'one of the most important' roles of the city planner. There are two remedies for this situation. The first would be to discard the 2 mayors and hence the entire city from the study. This would reduce an already small population size n. The second alternative is to rationalize the situation. It is conceivable that the mayors in these cities may actually believe all of these items are 'one of the most important' roles of the city planners. Further there may be other less obvious excesses or indiscriminate perceptions for other types which are concealed in the scale. These two mayors stand out only because they occur at the extreme end of the scale. The assumption is therefore made that they are bona fide perceptions. In either case there is no effective control on the replies of respondents, short of introducing biases and unbalancing subsequent replies.

The perceptions of mayors are accurate in 73 percent of the cities, and inaccurate in 27 percent, where 'accuracy' is defined as less than the 10 percent level. The perceptions of chairmen are accurate in 64 percent of the cities, and inaccurate in 36 percent.

In summary it can be inferred that generally there is greater accuracy by mayors, and less accuracy by chairmen, in their perceptions of the importance actually placed on the roles of city planners by local incumbent city planners.

Findings, B-response, within cities discrepancy index

The range of within cities discrepancy between city planners and mayors is from 80 to 201, or 121 discrepancy units. This is from 0.68 to 1.71, or 1.03 index units. The average is 1.21, which is far below the 10 percent level of 1.67.

The range between city planners and chairmen is from 138 to 272, or 134 discrepancy units. This is from 1.18 to 2.32, or 1.14 index units. The average is 1.58, or 0.09 units below the 10 percent level.

The range between city planners and mayors is lower at both ends of the range, than it is between city planners and chairmen. It is also somewhat narrower than it is between city planners and chairmen.

The within cities discrepancy index between city planners and mayors is lower than it is between city planners and chairmen in all cities except 1 city, 8. In this city the discrepancy between city planners and chairmen is very much less than city planners and mayors in the same city.

The index between city planners and mayors exceeds the 10 percent level in one city, 8, by 0.04 units. This city represents 9 percent of the cities studied.

Three cities, 7, 10, 11 exceed the 10 percent level between city planners and chairmen. Their indexes are 2.32, 1.87, and 1.90 respectively. These 3 cities represent 27 percent of the cities studied. In addition there are 2 cities, 2 and 12, which are short of the 10 percent level by 0.01 units.

Discussion, B-response A low index between types in the B-response is an indicator of agreement between city planners and his relevant others. Conversely a high index is an indicator of disagreement. The 10 percent level is assumed to be the level where 'disagreement' per se begins.

Certain inferences can be made based on the findings of this analysis. They are as follows.

The average within city discrepancy index between city planners and mayors of 1.21 is well below the 10 percent level. It may be inferred that there is general agreement between city planners and mayors within cities concerning the ideal importance of roles of city planners. The average discrepancy

between city planners and chairmen of 1.58 is 0.09 units below the 10 percent level of 1.67. If this is founded it may be inferred that generally there is disagreement between city planners and chairmen concerning the ideal importance of city planners' roles. However the purpose of the within cities analysis is to avoid results based on the 'average' city.

The within cities analysis indicates that with the exception of one city, there is agreement between city planners and mayors. It may be inferred that generally there is agreement between city planners and mayors in 90 percent of the cities, on what the importance of roles of city planners ought to be.

It may also be inferred that generally this is not the case with city planners and chairmen. If the index for the 2 cities, 2 and 12 may be rounded by 0.09 to the 10 percent level, it may be inferred that there is disagreement in 5 cities or 45 percent of the cities.

In summary one may expect considerably less disagreement between city planners and mayors, and more disagreement between city planners and chairmen, on what the ideal importance of the roles of city planners should be.

The foregoing two analyses have focused on the within cities discrepancies between and among the 3 types. The total discrepancy analysis focused on totals. The index analysis has focused on a particular factor, 'cities'. The sections which follow will focus on means for types. The first of these is called 'ranked mean scores for city planners, A- and B-

response'. It approaches the first key question in this dissertation which is...'how does the city planner feel about his roles', or rephrased...'what are the importance ratings of city planners in the A and B responses'.

Ranked Mean Scores[1] Analysis for City Planners, A- and B-Responses

This analysis focuses on the ranked mean scores of relative importance, as rated by city planners only. The objective is to compare the ideal importances against the actual importances of items as rated by city planners. In the A-response this analysis establishes which roles city planners believe actually are the most important and which roles are actually least important. Restated, the items in the A-response represent the imperative importance such as is required of their position, rather than the normative importance, which city planners ideally believe should be most or least important. Normative importance appears in the B-response. The B-response analysis establishes which roles city planners believe ideally should be most important and which roles ideally should be least important. The purpose of the comparison of the A and B responses is to determine which roles if any are common to both responses.

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[1]This happens in ranking procedure when there are items with identical mean scores for the final mean score in a set.

Table 5b. Ranked mean scores for city planners, A and B responses; the 15 most and 15 least important items

A - response	B - response
223 counsel zoning chmn	246 goal maker
404 intermed planning [a]	404 intermed plannig
218 counsel chmn CPC	218 counsel chmn CPC
230 infl chmn CPC	238 policy objectives
605 provide data	204 SDM participation
222 counsel CPC members	205 coord SDMs & off'ls
501 advocate redev	223 counsel zoning chmn
604 direct CPC	230 infl chmn CPC
708 real estate	245 develop goals
219 counsel city manager	402 extend master plan
402 extend master plan	203 consult SMDs
403 advanced planning	217 counsel mayor
502 defend zoning	219 counsel city manager
503 all the zoning tasks	231 infl city manager
205 coord SDMs & off'ls	250 costly mistakes
207 direct forces of change	403 advance planning
238 estab policy objvs	TOTAL 16 ITEMS
246 goal maker	TOTAL 11 ITEMS IN COMMON
249 potential errors	THE MOST IMPORTANT ITEMS
250 costly mistakes	703 AIP conventions
607 planning budget	416 economic judgment
TOTAL 21 ITEMS	313 existing density
THE LEAST IMPORTANT ITEMS	306 mig worker housing
	234 infl hosp bd chmn
307 mig of nonwhites	227 counsel fire chief
302 social policies	241 plan by response
248 natural disasters	228 counsel police chief
228 counsel police chief	411 disposal of wastes
224 counsel school bd chmn	408 other disciplines
234 infl hospital bd chmn	406 past planning
211 jointly responsible	237 make policy decisions
406 review past issues	701 AIP membership
212 parochial school	508 provide acreage lots
411 disposal	504 half time at zoning
215 select chmn CPC	216 select CPC members
508 acreage bldg lots	254 officials dislikes
214 civil defense	409 engineering overlap
306 housing for mig workers	215 select CPC chmn
216 select members for CPC	TOTAL 19 ITEMS
TOTAL 15 ITEMS	TOTAL 8 ITEMS IN COMMON

[a] Underlining for rank breaking.

The method used is ranking. The mean scores of relative importance for both responses were ranked for city planners. The analysis focuses on the 15 most and 15 least important mean scores for each response. These mean score sets are shown in the Table 5 where they are listed by item in ranked order. These mean sets usually contain in excess of 15 items. The table is a 2 x 2 paradigm, illustrated as follows.

Means	Responses A	Responses B
Means: Greatest		
Means: Least		

These mean sets are differentiated in the table by underlines and by a space between them. The sets of mean scores consist of items with the identical mean score. The highest mean scores are in the top-most rows and the lowest mean scores are in the bottom-most rows. Together the greatest and least mean scores comprise approximately 25 percent of all items in this study.

The findings of the greatest mean scores are presented first as follows.

Findings: Greatest mean scores, A-response

In the A-response the 15 greatest mean scores for city planners include 21 items. The ranked 15th greatest mean score alone has 7 items, each with the same mean. These items appear in the upper left quadrant of the table.

When these items are rearranged in series they appear as follows.

205...coordinate significant decision makers and officials*
207...direct the forces of change
218...counsel the CPC chairman*
219...counsel the city manager*
222...counsel CPC members
223...counsel zoning commission chairman*[1]
230...influence the CPC chairman*
238...establish policy objectives*
246...be a goal maker*
249...potential errors
250...costly mistakes*

402...extend the master plan*
403...advance planning*
404...intermediate planning"

501...advocate redevelopment
502...defend zoning
503...all of the zoning tasks

604...direct the CPC
605...provide data to the CPC
607...planning budget.

708...real estate

There are no items from series 300.

The greatest mean score for city planners in A is 1.90. There are 2 items in this mean set: 223...counsel the zoning commission chairman, and 404...intermediate planning.

Discussion City planners consider these roles to be the roles of greatest actual importance in the performance of their role of city planner. They represent approximately the top 18 percent of the 119 items studied.

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[1]Often the same person is chairman of the CPC and zoning chairman also.

*The asterisk denotes those items which also occur in the B-response.

The largest number of items is from the series 200 general planning, with 11 items. It is apparent that city planners believe the 'counseling of officials' to be a role of major importance in the existing situation. This belief is shared by their relevant others for a considerable number of items.

The total absence of items from series 300 is an indication of the low actual importance placed on social roles by city planners at the present time. It can be inferred that city planners do not believe social roles are most important in their existing situations.

Items unique to A-response, greatest mean scores A useful dimension in making comparisons is provided by the items unique to one or other of the two responses. There are 10 such items in the A-response. These items are as follows.

207...direct the forces of change
222...counsel the CPC members
249...potential errors

501...advocate redevelopment**
502...defend zoning**
503...all of the zoning tasks

604...direct the CPC**
605...provide data**
607...planning budget

708...real estate

**These roles decreased to middle range importance in B.

Discussion These 10 items do not appear among the items of greatest importance in the B-response. It can be inferred that these items are imperatives of the position. It can also be inferred that city planners do not believe these items should be of such great importance as is presently the situation. It can be inferred that city planners believe there are other more important roles tasks and functions to be performed than these particular items.

By series the largest proportion of these 10 items occur in series 500 zoning and 600 administration. Six of the 10 items are from these two smaller series.[1] Although these 10 items are of greatest actual importance, city planners ideally do not believe as much importance should be placed on them. The inference is that city planners find certain roles overemphasized, and chief amongst these are zoning and administration. The data supports the hypotheses there is overemphasis on zoning by the absence of these items or items from this series in the greatest importance for the B-response.

Findings, greatest mean scores, B-response

The 15 greatest mean scores for city planners in the B-response includes 16 items. These items appear in the upper right quadrant of the Table 5. The 11th greatest means score

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[1] $n_{500} = 13$, $n_{600} = 8$.

has a mean set of 6 items. The 15th and 16th items are included among them.

These 16 items when rearranged by series appear as follows.

203...consult significant decision makers
204...significant decision makers participation
205...coordinate significant decision makers and officials*
217...counsel the mayor
218...counsel the CPC chairmen*
219...counsel the city manager*
223...counsel the zoning commission chairman*[1]
230...influence the CPC chairman*
231...influence the city manager
238...policy objectives*
245...develop goals
246...goal maker*
250...costly mistakes*

402...extend the master plan*
403...advance planning*
404...intermediate planning*

Series 300, 500, 600 and 700 do not occur in this set.

Discussion It can be inferred that city planners believe that these items ideally should be the most important roles for city planners in smaller cities. Certain patterns are discernable among these items and are discussed as follows.

There is a preponderance of items from series 200 general planning. There are 13 such items, within which 4 findings can be found in this series. The first finding consists of items 203-4-5, which pertain to the significant decision

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[1]To read 223 and 218 often the same man.

*Common to the A-response also.

makers of the community. It can be inferred that city planners ideally place greatest importance on the inclusion of such persons in the planning process.

The second finding consists of 4 items from the subset 'to counsel officials'. The particular officials selected by city planners as being ideally most important to the planning process are the city planning commission, chairman, mayor, city manager, and zoning commission chairman.

The third finding consists of 2 items, 230 and 231, from the subset 'to influence officials'. These items pertain to the city planning commission chairman and city manager. Item 230 has drawn much emphasis throughout this study. The importance of item 231 is less obvious, since only 5 cities actually have a city manager. However emphasis on this item occurs repeatedly in the various analyses and by all 3 types. It is suggested that future researchers investigate the relationships between city managers and city planners, on the basis of the interest indicated by the data in this study.

The foregoing 9 items all pertain largely to two social processes, social control and communication. It should be noted that over half of the ideal most important items have this in common. The data supports the inference that city planners believe these roles ideally should be among the most important.

The fourth finding also in the 200 series, consists of 3 items, 238, 245, and 246. These items all pertain to the ideal importance of 'goal setting' as roles of city planners.

A fifth finding concerns series 400, technical. There are 3 items here 402, 403, 404. The importance of these items should be obvious to persons knowledgeable in city planning.

A sixth finding is the total absence of certain series, 300, 500, 600, and 700. City planners believe that ideally these task areas should be of less importance in smaller cities than roles in series 200 and 400.

The greatest mean score by city planners in B is 1.54. There are 2 items, 246 and 404 having this mean score; item 246...to be a goal maker, and 404...to engage in intermediate planning. Although both of these items appear in A, item 246 has a much lower mean of 2.72 in A, where it only ranks 15th most important.

Items unique to B-response (ideal) The items of major interest among the ideally most important items are those unique to the B-response. There are 5 such items, as follows.

203...consult the significant decision makers
204...significant decision makers participation
217...counsel the mayor
231...influence the city manager
245...development goals.

Discussion City planners did not include these items among the items of actual greatest importance in A. However in the ideal situation they believe they should be among the most important items. It can be inferred that not only will

city planners in smaller cities believe that ideally there should be far more importance placed on these particular 5 items, but also that these roles should be among the most important roles of city planners. The items have already been discussed above.

Findings: Comparison of A and B responses for greatest mean scores

Of the 21 most important items in the A-response and the 16 items in the B-response, there are 11 items common to both the A and B responses for city planners. These items are:

205...coordinate SDM's and officials
218...counsel the CPC chairman
219...counsel the city manager
223...counsel the zoning commission chairman
230...influence the city planning chairman
238...policy objectives
246...to be a goal maker
250...costly mistakes

402...extend the master plan
403...advance planning
404...intermediate planning.

There are no items from series 300, 500, 600 or 700.

Discussion There is a fairly high degree of commonality between the two responses, with over half the items common to actual and ideal situation. The most important actual roles of city planners do not appear to be too far removed from what city planners believe ought to be the most important roles.

The findings for the least mean scores now follow.

Findings, least mean scores, A-response

The 15 least mean scores for city planners in the A-response consist of 15 items. These mean scores are listed by items in lower left quadrant of Table 5. When rearranged in series these items appear as follows.

211...jointly responsible (for school sites)
212...parochial schools
214...civil defense
215...select CPC chairman*
216...select CPC members*
224...counsel the school board chairman
228...counsel the chief of police*
234...influence the hospital board chairman*
248...natural disasters

302...social policies
306...housing for migrant workers*
307...migration of nonwhites

406...review past planning issues*
411...disposal*

508...acreage building lots*.

There are no items for series 600 or 700. The least important mean score in A is 5.90. It occurs in item 216...to select a city planning commission chairman.

Discussion It can be inferred that items appearing in this list will be considered as being of the lowest actual relative importance by city planners. This discussion is continued following the B-response findings and comparison.

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*The asterisk denotes items which also appear in the B-response.

Items unique to A-response with least mean scores

There are 7 items unique to the A-response. Arranged in series they are:

211...jointly responsible
212...parochial schools
214...civil defense
224...counsel the school board chairman
248...natural disasters.
302...social policies
307...migration of nonwhites

Discussion The items appearing in this list are rated by city planners as being of the least actual importance. Among the topics of least actual importance are such matters of community importance as community schools, civil defense, and social policies.

There are 3 items 211, 212 and 214 on schools in this set. Although schools are considered to be a major element in any urban plan, these items are rated by city planners as being among the actual least important roles of city planners at the present time. This is one of the many paradoxes of city planning. The data support the contention that city planners services are not being utilized, and in this case by an agency of local government which spends approximately 80% of the local tax dollar.

Item 302...social policies. This is the key item in series 300. The data supports the contention that social roles such as social policy are at present among the least important roles as defined by city planners.

Findings, least mean scores, B-response

There are 5 items with the identical mean score which ranks 15th least important by city planners in the B-response (i.e., 104th greatest mean score). Therefore the number of items included by the 15th least mean scores is 19 items. These items appear in the lower right quadrant of Table 5. When these items are arranged by series they appear as follows.

215...select CPC chairman*
216...select CPC members*
227...counsel the fire chief
228...counsel the police chief*
234...influence the hospital board chairman*
237...make policy decisions
241...plan by response
254...officials dislikes

306...migrant workers housing*
313...existing density

406...past planning issues*
408...other disciplines
409...engineering overlap
411...disposal of wastes*
416...economic judgements

504...half time at zoning
508...acreage lots*

701...AIP membership
703...AIP conventions.

There are no items from series 600.

The very least mean score in B is 4.63. It occurs for item 215...to select CPC members.

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*The asterisk denotes items common to both A- and B-responses.

Discussion City planners believe that ideally these particular items should be of the least relative importance. The items are discussed under two subheadings as follows.

Items unique to B-response for least mean scores There are 11 items unique to the B-response. Arranged in series these items are:

227...counsel the fire chief
237...make policy decisions
241...plan by response
254...officials dislikes

313...existing density

408...other disciplines
409...engineering overlap
416...economic judgment

504...half time at zoning

701...AIP membership
703...AIP conventions.

Discussion Many of these items are discussed elsewhere. However the presence of certain items among the least important roles as rated by city planners warrant discussion.

Item 408...other disciplines, and 409...engineering overlap. These two items should alleviate the concerns of other disciplines that city planners seek to enlarge the scope of their field at the expense of these other professions. The data show that there are 109 other roles which city planners consider should be of greater ideal importance than 'other disciplines in general, and 117 roles are of greater ideal importance than 'engineering' tasks.

Item 504...half time at zoning. This item serves to set the ideal importance of zoning tasks in perspective. The significance of this item is not that zoning is not important, rather it is that zoning should not be as important as some relevant others think, and it is not so important as to require half of the city planners time. The mean score of this item is 4th least important in the B-response.. Restated, there are 111 roles which city planners believe should be of greater relative importance than zoning per se.

Item 701...AIP membership and 703...AIP conventions. The extremely low rating of these 2 items should be considered by the American Institute of Planning as indicators of the changing interests of city planners.

Items of least importance common to A and B responses

Of the 15 items in A and 19 items in B, 8 items of least importance are common to both responses. Arranged in series they are as follows.

215...select CPC chairman
216...select CPC members
228...counsel the chief of police
234...influence the hospital board chairman

306...housing for migrant workers

406...review past planning issues
411...disposal of wastes

508...acreage building lots.

There are no items from series 600 or 700.

Discussion The actual rating and the ideal rating of these items by city planners places them among the items of least importance. These items could be compared to the least important items for relevant others in the B-response. However this exercise is left to the interested reader.

The foregoing analysis has analyzed the importance ratings of city planners only. It answers questions on how city planners feel about the importance of these roles. However it does not tell how relevant others feel about the relative importance of these roles. In this study this can only be done in the B-response. Such an analysis is 'the ranked mean importances for all types' which follows. The key question 'to ask is... 'what are the ideal importance ratings of the relevant others, and 'how do they compare to the ideal ratings of city planners from the analysis.

Ranked Mean Scores Analysis for all Types, B-Response Only

This analysis focuses on the ranked mean scores for all types in the B-response only. The purpose is to ascertain which roles in 3 types consider should be most important and which roles should be least important for each type, and to compare for commonalities and differences among the 3 types by items and by task areas. Emphasis in this analysis is placed on ranked importance of the items and item content rather than on mean scores per se.

The method used is ranking where means for each types are ranked. The 15 greatest and 15 least mean scores for each type are then drawn and tabled by item. As in other analyses there may be more items than mean scores. Together these mean scores comprise 25 percent of the total number of items in the study. The table of means scores is a 3 x 2 paradigm of types and means, illustrated as follows.

		Types		
		Mayor	Planner	Chairman
Means	Greatest			
	Least			

These items are a rearranged by series in the comparison, since emphasis is on comparison rather than on simple ranking per se.

These findings have several dimensions; totals items for each type, series comparisons, items common to all 3 types, items common to city planners and one relevant others, items common between relevant others only, and items unique to one type only. The total items for each type are presented first.

The greatest mean scores are analyzed first.

Findings, greatest mean scores

The number of items for the 15 greatest mean scores varies among the 3 types. There are 21 items for mayors, 16 for city

Table 6. Ranked greatest mean importance, B-response. The 15 greatest important items for each type

Mayors	City planners	Chairmen
501 scrutinize zoning	246 goal maker	223 counsel zoning chmn
605 provide data	404 intermed planning	250 costly mistakes
247 central bus district	218 counsel chmn CPC	404 intermed planning
250 costly mistakes	238 policy objectives	501 scrutinize zoning
404 intermed planning	204 SDM participation	402 extend master plan
218 counsel chmn CPC	205 coord SDMs & off'ls	601 attend council
203 consult SDMs	223 counsel zoning chmn	251 advocate redev
223 counsel zoning chmn	230 infl chmn CPC	605 provide data
249 potential errors	245 development goals	608 interpret zoning
204 SDM participation	402 extend master plan	218 counsel chmn CPC
506 industrial land use	203 consult SDMs	706 refresher courses
513 strong stand res'l	217 counsel mayor	219 counsel city manager
604 direct CPC	219 counsel city manager	222 counsel CPC members
208 liason	231 influencing city manager	245 development goals
217 counsel mayor	250 costly mistakes	709 public information
230 infl chmn CPC	403 advance planning	
242 plan by design		
245 development goals	Total 16 items	Total 15 items
246 goal maker		
507 desirable land use		Total 7 items in common
607 planning budget		
Total 21 items	Total 10 items in common	

planners, and 15 for chairmen. These items appear in Table 6. When these items are rearranged by series they appear as follows.

Greatest mean scores - B-response

Mayors	City planners	Chairmen
203	203	218
204	204	219
208	205	222
217	217	223
218	218	245
223	219	250
230	223	251
242	230	
245	231	
246	238	
247	245	
249	246	
250	250	
404	402	402
	403	404
	404	
501		501
506		
507		601
513		605
		608
604		
605		706
607		709
Totals 21	16	15

The majority of greatest mean scores occur in the 200 series for all types. There are 13 of the 16 items for city planners in this series, 13 of the 21 items for mayors, and 7 of the 15 items for chairman within this series. The subset 'to counsel' forms a pattern; there are 4 items from city planners and chairmen, and 3 items from chairmen in this subset

alone.

There are no items from the 300 series for any types. There are no items from the 500, 600, 700 series for city planners, and no items from the 700 series for mayors.

Discussion None of the 3 types consider any items from series 300 social should be of 'greatest importance'. It can be inferred that city planners, mayors, and chairmen do not believe social considerations should be of greatest importance. From this it can also be inferred that social roles should be of secondary importance for city planners. The remaining series 400, 500, 600, and 700 have some representation but limited commonality. In these series there are only 2 items, 402 and 404, where there is a commonality with city planners: 402...extend the master plan, and 404...intermediate planning.

The majority of roles which city planners, mayors and chairmen consider should be of greatest importance occur mainly in the 200 series. The findings for these items with commonalities are now presented.

Items common to all 3 types There are 4 items 223, 245, 250 and 404 which are included by all 3 types among the items of greatest importance. They are:

223...counsel the zoning commission chairman
245...identify development goals
250...costly mistakes
404...intermediate planning.

Discussion Although their mean scores are not necessarily the same, each of these items occurs among the greatest mean scores for each types. There is agreement by all types that these roles should be among the most important roles of a city planner.

Items common to city planners and mayors There are 10 items common to both city planners and mayors. These are:

203...consult with significant decision makers
204...significant decision makers participation
217...counsel the mayor
218...counsel the CPC chairman
223...counsel the zoning chairman*
230...influence the CPC chairman
245...identify development goals*
246...to be a goal maker
250...costly mistakes*

404...intermediate planning*

Discussion With the exception of item 404, all items with common agreement between city planners and mayors, on the ideal greatest importance occur in the one series 200. There are 3 findings in this series. The first finding pertains to significant decision makers participation. Mayors and city planners will agree that these roles should be most important roles for city planners. This is so for chairmen, where there are highly significant differences in means.

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*An asterisk denotes those items also common to chairman.

The second finding occurs with the subset 'to counsel', where there are 3 items in common. The items are 217, 218, and 223. The third finding pertains to goals. The 2 items are: 245...identify development goals, and 246...goal maker. Mayors and city planners agree on the ideal importance here.

Items unique to city planners and mayors There are 5 items unique to city planners and mayors. They are:

203...consult significant decision makers
204...significant decision makers participation
217...counsel the mayor
230...influence the CPC chairman
246...be a goal maker.

Discussion There is agreement between mayors and city planners that these items should be most important.

Items common to city planners and chairman There are 7 items common to both city planners and chairmen. They are:

a18...counsel the CPC chairman
219...counsel the city manager*
223...counsel the zoning commission chairman*
245...development goals*
250...costly mistakes*

402...extend the master plan
404...intermediate planning*

Discussion There are 2 minor findings for this pair of types: the 3 items from the subset to counsel, and the combination of 245 develop goals, 402 master plan, and 404 intermediate planning. There is agreement between city planners and chairmen that these items should be most important roles of city planners.

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*The asterisk denotes items common to mayors also.

Items unique to city planners and chairmen There are 2 items unique to city planners and chairmen. They are:

219...counsel the city manager
402...extend the master plan.

Discussion City planners and chairmen agree that these roles should be most important.

Items common to mayors and chairmen There are 2 items which mayors and chairmen only believe should be most important for city planners.

501...scrutinize zoning
605...provide data.

Discussion Mayors and chairmen agree that these roles should be of 'greatest importance' per se.

Items unique to city planners There are 4 items unique to city planners. These are:

205...coordinate significant decision makers and officials
281...influence the city manager
238...policy objectives
403...advance planning.

Discussion Only city planners consider these roles 'most important'. City planners include 3 items on significant decision makers, as being of greatest importance of which item 205 is unique. It can be inferred that the city planners are highly cognizant of the importance of significant decision makers in local city planning, and to a somewhat greater extent than mayors who only include 2 of these 3 items, and to a very much greater extent than do chairmen, who do not include significant decision maker among the most important roles of

city planners. Item 231...to influence the city manager. This is apparently recognized by city planners as being very important, even though there are only 5 cities in the study with a city manager.

Item 238...to help establish the cities policy objectives. This item too is unique to city planners; it is not included by the relevant others among their most important roles. Where city planners do not help set planning policy objectives but merely carry them out, they are only performing as administrators and not as the executives which they ideally perceive themselves to be. These two alternative roles are indicated in the organizational diagram for city government.

Item 403...engage in advance planning. This item warrants discussion, based on the literature. Whereas there is agreement by all types in item 404...intermediate planning, the real perspective in planning only begins where the intermediate planning leaves off. However the findings are that mayors and chairmen do not include it as 'most important'. Apparently mayors and chairmen take a shorter view of planning, often ranging only up to the expiry date of their term of office, or at best into their next term presuming they will be re-appointed or re-elected.

Items unique to mayors There are 9 items unique to mayors. The items which only mayors believe should be 'most important' are:

208...liason
242...plan by design
247...central business district
249...potential errors

506...industrial land use
507...desirable land use
513...strong stand on residential

604...direct the CPC
607...planning budget.

Discussion One particular commonality occurs among these items. With the possible exception of items 208, and 607, there is the suggestion that mayors look to city planners to provide leadership. For example: Item 242...to plan by design or intent; mayors imply that city planners should take the initiative and be aggressive. Item 247...to save the central business district; mayors imply that city planners should provide solutions to combat the changes wrought over years of neglect. Item 249...to point out potential errors in planning; mayors imply that city planners should avert deleterious effects of no planning, or efforts of the anti-planners.

Item 506...to not only decide which land is prime industrial, but allocate that land to industry by zoning it. However for city planners to be able to do this would take far greater powers than those presently vested in the position.

Item 513...to a take a strong stand on residential land uses. Mayors in this item imply that direction should come from the city planner. Item 604...direct the city planning commission; the mayors imply that leadership is desired of

Table 7. Ranked least mean importance, B-response. The 15 least important items for each type

Mayors	City planners	Chairmen
406 past planning	703 AIP conventions	412 intersections
504 half time at zoning	416 economic judgement	416 economic judgement
707 his very own ideas	313 existing density	248 natural disaster
307 mig of nonwhites	306 mig worker housing	408 other disciplines
306 mig worker housing	234 infl hosp bd chmn	307 mig of nonwhites
413 drainage	227 counsel fire chief	237 make policy decisions
241 plan by response	241 plan by response	306 mig worker housing
409 engineering overlap	228 counsel police chief	302 social policy goals
312 increase density	411 disposal of wastes	214 civil defense
216 select CPC members	408 other disciplines	413 drainage
417 write zoning ord'sc	406 past planning	409 engineering overlap
254 officials dislikes	237 make policy decisions	254 official's dislikes
308 promote public hsg	701 AIP membership	411 disposal of wastes
237 make policy decns	508 provide acreage lots	215 select CPC chmn
215 select CPC chmn	504 half time at zoning	216 select CPC members
	216 select CPC members	
Total 15 items	254 officials dislikes	Total 16 items
	409 engineering overlap	
Total 9 items in common	215 select CPC chmn	Total 9 items in common
	Total 19 items	

city planners.

Items unique to chairmen There are 6 items unique to the chairmen. These are:

222...counsel the CPC members
251...advocate redevelopment

601...attend nearly all city council meetings
608...interpret zoning

706...attend refresher courses
709...public information programs.

Discussion These items indicate how one relevant other can place an entirely different emphasis on the ideal roles of the city planner. In this sense both mayors and chairmen support the authors' hypothesized major differences in perceptions of roles.

Findings, least mean scores

The second half of this analysis consists of the 15 least mean scores for each type in the B-response. The items with these 15 lowest mean scores appear in Table 7. They have been rearranged by series as follows.

Least mean scores - B-response

Mayors	City planners	Chairmen
215	215	214*
216	216	215
237	227*	216
241	228*	237
254	234*	248*
	237	254
	241	
	254	

*Asterisk denotes items unique to the particular type.

Mayors	City planners	Chairmen
306	306	302*
307	313*	306
308		307
312*		
406		
409	406	408
413	408	409
417*	409	411
	411	412*
504	416	413
		416
707*	504	
	508*	
	701*	
	703*	
Totals 15	19	15

The total number of items varies with types. There are 19 items for city planners, 15 for mayors, and 15 for chairmen. The majority of items are not from the 200 series for any type. This is a departure from the greatest mean scores. Series 600 administration is not represented by any type, and other series are missing for certain types.

Discussion These items are rated by the respective types as ideally being of least relative importance as roles of city planners. Certain findings appear in the total number of items when considered by series. The first finding is the smaller number of items in the 200 series. There are no items for mayors or chairmen from the subset 'to counsel'. The second finding is the large number of items from the series 300 social and 400 technical roles by all types.

Items common to all 3 types Among the 15 least mean scores in the B-response, there are 6 items common to city planners, mayors and chairmen. These items are:

215...to select the CPC chairmen
216...to select the CPC members
237...make policy decisions
254...officials dislikes
306...migrant worker housing
409...engage in engineering overlap.

Discussion All three types agree that these six items should be least important. This agreement is established by ranking rather than being based on similar mean scores. Approximately one third of the total number of items for each type for least important roles are common to all types. For this study this represents a high degree of agreement. It may be noted that there were only 4 such items common to all three types among the most important roles. The finding is that there is far more agreement on what should be of least importance than upon what should be most important.

It may be noted that there is agreement among all types for the item of ultimate least importance, item 215...to select the CPC chairman, and for item 216...to select CPC members. This is in spite of the highly significant difference in the mean scores between city planners and chairman for both items, (see items analysis), on what that mean importances should be.

Items common to city planners and mayors There are 9 items of ideal least importance common to both city planners

and mayors. Of these 9 items, 6 are common to chairmen also. The remaining 3 items in common and unique to city planners and mayors are:

241...plan by response
406...past 1 planning issues
504...half time at zoning.

Discussion Mayors and city planners ideally agree that these items should be of least importance. One item warrants discussion; item 241...plan by response. This item is a passive role for city planners. It is the opposite of item 242...plan by design, which mayors and city planners agreed should be of greatest importance. The data for items 241 and 242 support the discussion that mayors seek leadership from city planners.

Items common to city planners and chairmen There are also 9 items of ideal least importance common to city planners and chairmen. Six of these items are common to mayors also. The remaining 3 commonalities unique to city planners and chairmen are:

408...other disciplines
411...disposal of wastes
416...economic judgements.

Discussion Only city planners and chairmen agree that these items should be of least importance.

Items common to mayors and chairmen There are 2 items common to mayors and chairmen only. They are:

307...migration of nonwhites
413...drainage.

Discussion Mayors and chairmen agree that these items should be of least importance to city planners. These items draw attention to the reluctance on the part of some relevant others to consider the involvement of city planners in all factors affecting the urban environment.

Items unique to the mayors There are 3 items among the least mean scores for mayors in the B-response which are unique to mayors alone. These are:

312...increase density
417...write zoning ordinances
707...his very own ideas.

Discussion In these items mayors are alone in rating them ideally least important.

Items unique to chairmen There are 4 items among the least mean scores for chairmen in the B-response which are unique to chairmen alone. These items are:

214...civil defense
248...natural disaster
302...social policy goals
412...intersections.

Discussion In these items, chairmen are alone in rating them as ideally least important items.

Items unique to city planners There are 7 items among the least mean scores for city planners in the B-response which are unique to city planners alone. These items are:

227...to counsel the fire chief
228...to counsel the police chief
234...influence the hospital board chairmen
313...existing density
508...provide acreage lots
701...AIP membership 703...AIP conventions.

Discussion All of these items have been discussed in preceding sections. City planners generally consider that these particular items ideally should be of least importance.

Summary The mean scores have been used to delineate certain items among the least important items by one or more types. There is agreement on approximately one third of these items by all three types.

The foregoing analysis has compared the ideal importance ratings of all three types. The most important and the least important items for each types have been delineated and compared for commonalities. The emphasis is on types. The analysis which follows is the overall differences in mean scores by all types. The range is extended to include all of the mean scores in the foregoing analysis plus additional mean scores for both greatest and least. In contrast to the foregoing analysis, it compares the mean scores for each types numerically rather than for content.

Overall Differences in Mean Scores Analysis, B-Response

This analysis compares the overall ranges of mean scores of importance of city planners with those of relevant others. The purpose is to compare the ranges and mean scores to determine whether the ranges and mean scores are similar. It is performed in the B-response only. Emphasis is placed on the numerical mean scores rather than on items associated with

those means.

The method used is ranking. The mean scores for types in the B-response were first ranked for all items. Then the 31 highest and 31 lowest ranked mean scores were drawn. These are listed for each type by item and means in Table 12[1] (see Appendix C). Since several items may have the identical means, the different mean sets are separated by an underline in the table. These underlines are connected with the underlines for adjacent types. The connecting lines slope since all mean sets do not have the same number of items. For example, the first mean score set for city planners is 1.54; it consists of two items. For mayors this same mean score ranks second and consists of one item. This same mean does not occur for chairmen; it is outside the range for chairmen.

Findings The 31 highest and 31 lowest ranked mean scores for city planners and mayors are numerically similar. This similarity does not occur between city planners and chairmen at either end of the continuum. A summary of the mean scores in this table is as follows.

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[1]Since there is no 30th rank for city planners for most or least, the 31st rank is used.

Summary of means for types:

	Ranked highest and lowest mean scores of importances			Difference in mean scores	
Ranked importance	Mayors	Planners	Chairmen	P-M	P-C
1st most	1.45	1.54	1.81	.09	.27
.	.				
.	.				
.	.				
31st most	2.18	2.18	2.63	.09	.59
Mean scores of the middle range importance					
31st least	3.09	3.00	3.72	.09	.72
.	.				
.	.				
.	.				
Ultimate least	4.72	4.63	6.09	.09	1.45

Highest ranked mean scores, B-response

The highest mean score for city planners is 1.54; This occurs on the 7-point scale approximately midway between 'very important' and 'one of the most important' roles of the city planner. (The items in which it occurs are items 246...to be goal maker, and 404...intermediate planning. City planners consider these two items should be the most important roles for a city planner.

The highest mean score for mayors is 1.45, also approximately midway between 'very important' and 'one of the most important' roles of the city planner. The difference in means between mayors and city planners is .09. This mean score is slightly more important than the highest mean score for city planners. (The item where it occurs is item 501...to scrutinize all zoning).

The highest mean score for chairmen is 1.81, somewhat above 'very important'. The difference in means between chairmen and city planners is .27, and it is of somewhat less importance than the most important mean scores of city planners. (The 4 items where it occurs are items 223...to counsel the zoning chairman. 250...costly mistakes, 404...intermediate planning and 501...to scrutinize all zoning.)

The 31st mean score The 31st highest mean score for city planners is 2.18. This is somewhat less than 'very important', on the 7-point scale. For mayors the 31st mean score is also 2.18. For chairmen the 31st mean score is 2.63, considerably more important than 'important'. The difference in means is .45. The 31st mean score of chairmen is of much lower importance than the 31st ranked mean scores of city planners or mayors.

Lowest mean scores, B-response

The 31st lowest mean score for city planners is 3.00, 'important'. For mayors it is 3.09, slightly less important than 'important' on the scale. The difference in means between mayors and city planners is .09. For chairmen it is 3.72, considerably more important than 'average importance' on the scale. The difference in means between chairmen and city planners is .72. The 31st lowest mean score for chairmen is of considerably less importance than its counterpart for city planners, or mayors.

The lowest mean score, i.e. the 119th ranked mean score for city planners, is 4.63, considerably above 'less than average importance'. For mayors it is 4.72, which is slightly less important than its counterpart for city planners. The difference in means between mayors and city planners is .09. For chairmen it is 6.09, slightly below 'minor importance'. The difference in means between chairmen and city planners is 1.45. This is of far less importance than the least means score for city planners or for mayors.

Discussion The findings indicate that the ranges of mean scores of importance of city planners and mayors are numerically similar when based on the 31 most and 31 least important ranked mean scores, for the ideal importance of roles of city planners.

The mean importances of city planners and chairmen however, differ considerably. The entire range of ideal mean importances is rated less important by chairmen than it is by city planners. This is especially so at the less important end of the continuum of mean importances. Furthermore these differences are most pronounced in items which have been rated by chairmen as being of lowest general importance.

The reason for this difference between chairmen and city planners is not readily apparent. It is possible that there may be other functions of city planners which chairmen consider to be of more importance than the items of this particular study. However this does not explain the items at hand.

Whatever the reason, it is beyond the scope of this study to do more than point out that such a difference exists. This phenomena might be investigated by a future research.

The foregoing analysis has presented the differences in the means for types. The emphasis has been on 'types'. It has shown that there are differences in the levels of importance used by types.

The analysis which follows will focus in the third main factor, -response. Comparison of responses can only be done for city planners in this study. The inquiry is addressed to how city planners perceive the actual importance, and whether or not it differs from their conception of the ideal city planning situation. This analysis is called 'analysis of responses' for city planners, and the form of analysis is by the profiles of the responses. It now follows.

Analyses of Responses

The purpose of this subsection is to analyse the difference of mean scores which occur between the 2-responses A and B. It is an analysis of response, and the data analyzed is the same as is mentioned in the selected statistical comparison. The difference is that which occurs between the actual rated importance and the ideally rated importance for each item. The difference in responses is calculated by substracting the mean score in the A-response from the mean score in the B-response. It is only made for city planners, as this comparison

can not be made for relevant others.

There are two major parts to this analysis of response, the profile of responses and the ranked differences of response.

Profiles for responses

The purpose of the profiles is to illustrate graphically the differences of the mean scores between the A and the B-responses. Thus there are two such profile lines for city planners only. The mean scores for items are plotted consecutively on a 7-point continuum representing the 7-point scale of relative importance. The items appear in Table 8. The actual and ideal mean scores, and differences of means are listed in this table, which follows.

Findings Generally the profile lines for responses A and B are well separated. The amount of separation however is not constant; it varies from item to item. Since the mean score for B is usually of greater importance than A, it therefore occurs on the left. However, there are exceptions to this. This is where the profile lines cross over.

Crossover of the profile lines occurs in items where the mean score in the A-response is greater than it is for the B-response. Such differences of means are referred to as negative differences. There are 11 such items in this study, as follows;

Table 8. Analysis of responses for city planners only, i.e. between actual and ideal perceived importances

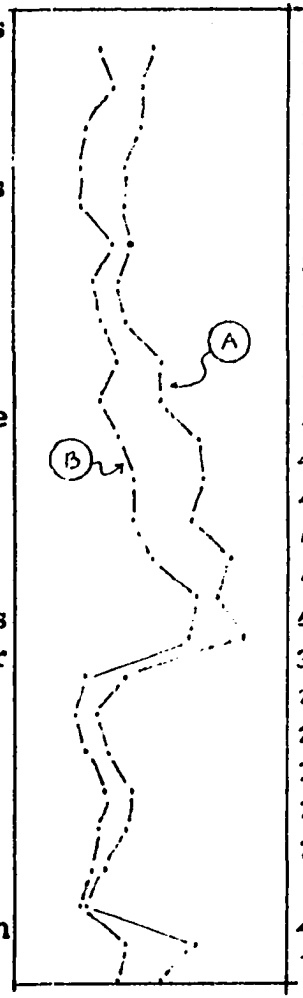
	Importance 1 2 3 4 5 6 7	$\bar{X}_{P_A}$	$\bar{X}_{P_B}$	Dif(+)	Dif(-)
201 coordinate officials		3.45	2.09	1.36 ••	
202 local catalyst		3.09	2.45	.64 ••	
203 consult SDMs		3.09	1.90	1.19 ••	
204 SDM participation		2.81	1.72	1.09 ••	
205 coord SDMs & off'ls		2.72	1.81	.91 ••	
206 private proposals		3.00	2.54	.46 •	
207 forces of change		2.72	2.00	.72 ••	
208 liason		2.90	2.18	.72 ••	
209 sch board meetings		3.72	2.62	1.09 ••	
210 joint studies		3.81	2.18	1.63 ••	
211 jointly responsible		4.81	2.63	2.18 ••	
212 parochial schools		4.90	3.00	1.90 ••	
213 hospitals		4.54	3.00	1.54 ••	
214 civil defense		5.45	3.54	1.91 ••	
215 select plan chmn		5.18	4.63	.55	
216 select plan comm'rs		5.90	4.45	1.45 ••	
217 counsel - the mayor		2.90	1.90	1.00 ••	
218 - chmn of pg comm		2.09	1.63	.46 ••	
219 - city manager		2.40	1.90	.50 ••	
220 - city engineer		3.00	2.36	.64 ••	
221 - city council		2.90	2.09	.81 ••	
222 - city pg comm		2.27	2.00	.27 •	
223 - zoning chmn		1.90	1.81	.09	
224 - school board chmn		4.63	2.90	1.73 ••	
225 - parks board chmn		3.88	2.63	1.25 ••	

Table 8 (Continued)

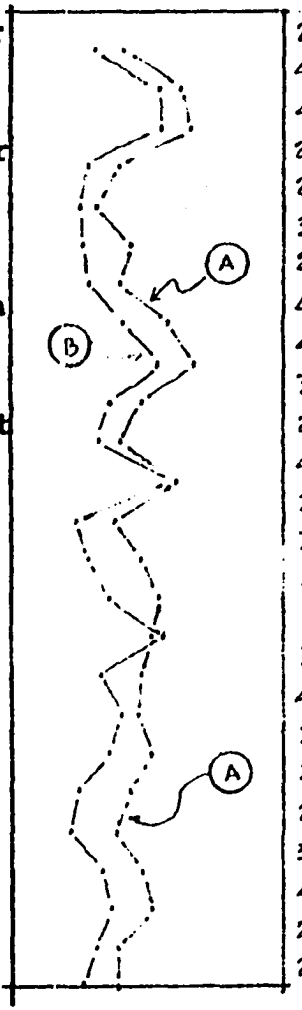
	Importance 1 2 3 4 5 6 7	$\bar{X}_{P_A}$	$\bar{X}_{P_B}$	Dif (+)	Dif (-)
226 counsel-bldg insptr		2.90	2.09	.81 **	
227 - fire chief		4.36	3.81	.55 **	
228 - police chief		4.63	3.90	.73 **	
229 influence -the mayor		2.81	2.00	.81 **	
230 - chmn of pg comm		2.09	1.81	.28	
231 - city manager		3.00	1.90	1.10 **	
232 - city council		2.81	2.00	.81 **	
233 - school board chmn		4.00	2.90	1.10 **	
234 - hosp board chmn		4.72	3.72	1.00 **	
235 infl policy makers		3.18	2.54	.61	
236 influence local govt		2.81	2.27	.54 **	
237 make policy		4.09	4.09	.00	
238 estab policy objvs		2.72	1.63	1.09 **	
239 alternatives		3.18	2.00	1.18 **	
240 evoke statements		3.81	2.54	1.27 **	
241 plan by response		3.72	3.90		-.18
242 plan by intent		3.18	2.18	1.00 **	
243 ugly features		4.09	2.81	1.28 **	
244 community values		3.54	2.54	1.00 **	
245 develop goals		3.00	1.81	1.19 **	
246 goal maker		2.72	1.54	1.18 **	
247 cent bus district		3.18	2.27	.91 **	
248 disaster		4.63	2.63	2.00 **	
249 potential errors		2.72	2.09	.63 *	
250 costly mistakes		2.72	1.90	.82 **	

Table 8 (Continued)

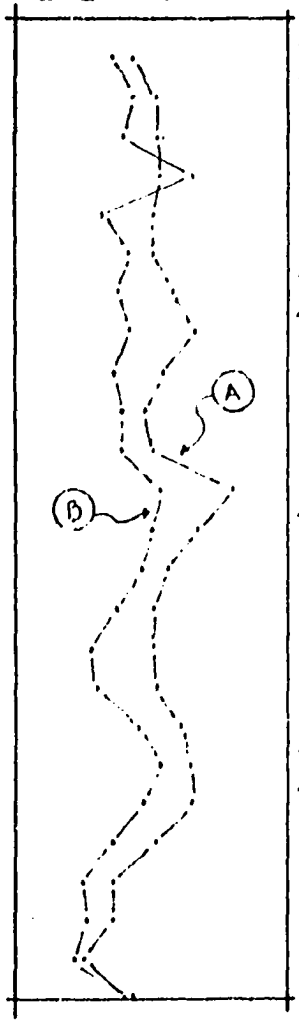
	Importance 1 2 3 4 5 6 7	$\bar{X}_{P_A}$	$\bar{X}_{P_B}$	Dif(+)	Dif(-)
251 advocate redev		3.00	2.45	.55 ∘∘	
252 new planning issues		3.63	3.00	.63 ∘∘	
253 solicit funds		3.54	2.81	.73 ∘∘	
254 official's dislikes		3.72	4.54		-.82 ∘∘
255 intellectual leader		3.54	2.18	1.36 ∘∘	
256 harmonizer		3.54	2.90	.64 ∘∘	
301 social disorganiz'n		4.00	2.63	1.37 ∘∘	
302 social policy goals		4.63	2.90	1.73 ∘∘	
303 overcrowding		3.81	2.45	1.36 ∘∘	
304 dilapidation		3.27	2.72	.55 ∘∘	
305 public housing		3.54	2.72	.82 ∘∘	
306 mig worker housing		5.56	3.72	1.82 ∘∘	
307 mig of nonwhites		4.63	3.54	1.09 ∘∘	
308 public housing		3.90	3.18	.72 ∘∘	
309 socio ec. classes		3.45	2.63	.82 ∘∘	
310 good life		3.54	2.00	1.54 ∘∘	
311 enrichment of env't		3.63	2.09	1.54 ∘∘	
312 increase density		4.18	3.09	1.09 ∘∘	
313 existing density		4.45	3.72	.73 ∘∘	
314 higher land use		4.54	3.27	1.27 ∘∘	
401 develop master plan		3.63	2.54	1.09 ∘∘	
402 extend master plan		2.45	1.81	.64 ∘∘	
403 advanced planning		2.45	1.90	.55 ∘∘	
404 intermed planning		1.90	1.54	.36 ∘∘	
405 panic issues		2.90	3.00		-.10

Table 8 (Continued)

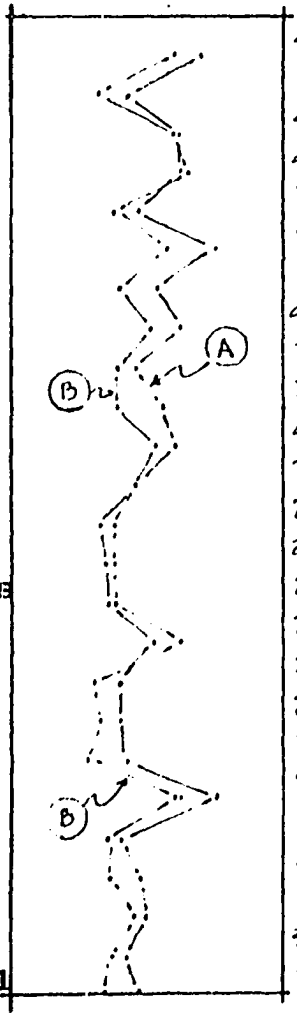
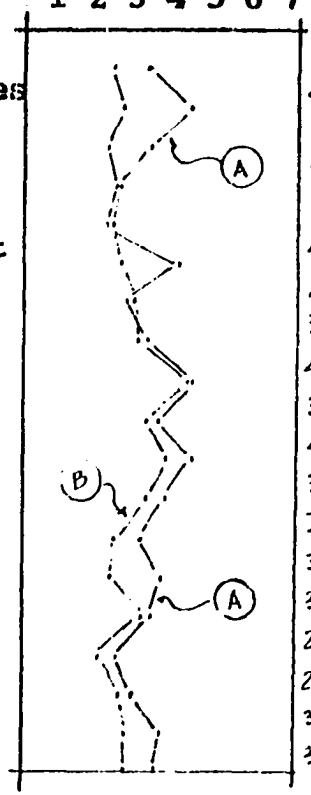
	Importance 1 2 3 4 5 6 7	$\bar{X}_{P_A}$	$\bar{X}_{P_B}$	Dif(+)	Dif(-)
406 past planning		4.90	4.09	.81 ••	
407 interrelatedness		3.00	2.27	.73 ••	
408 other disciplines		4.18	4.09	.09	
409 engineering overlap		4.54	4.63		-.09
410 thorofares		3.18	2.72	.46	
411 disposal		5.18	4.00	1.18 ••	
412 intersections		3.81	2.81	1.00 ••	
413 drainage		4.36	3.54	.82 ••	
414 parking		3.09	2.72	.37 •	
415 urban design		3.96	2.72	1.18 ••	
416 economic judgement		4.09	3.72	.37	
417 write zoning ord'cs		3.09	3.00		
501 scrutinize zoning		2.27	2.63		-.36 ••
502 defend zoning		2.45	2.81		-.36 •
503 all the zoning tasks		2.63	2.81		-.18
504 half time in zoning		3.72	4.36		-.64 ••
505 desirable land use		2.81	2.09	.72 ••	
506 industrial		2.81	2.36	.45 •	
507 allocate use		3.00	2.00	1.00 ••	
508 acreage lots		5.27	4.18	1.09 ••	
509 cluster lots		2.90	2.45	.45 ••	
510 town house lots		3.27	2.63	.64 ••	
511 apartment lots		3.45	3.09	.36	
512 stand on commercial		3.00	2.63	.37	
513 stand on residential		3.27	2.54	.73 ••	

Table 8 (Continued)

	Importance 1 2 3 4 5 6 7	$\bar{X}_{P_A}$	$\bar{X}_{P_B}$	Dif (+)	Dif (-)
601 attend council		3.09	2.27	.72 ••	
602 train city employees		4.18	2.54	1.64 ••	
603 educate CC and CPC		3.18	2.09	1.09 ••	
604 direct CPC		2.36	2.37		
605 provide data		2.09	2.18		-.09
606 capital improvement		4.00	2.54	1.46 ••	
607 budget		2.72	2.81		-.09
608 interpret zoning		3.09	2.90	.19	
701 AIP membership		4.27	4.18	.09	
702 ASPO membership		3.63	3.09	.54 •	
703 AIP Conventions		4.36	3.72	.64 ••	
704 ASPO Conventions		3.63	3.09	.54 ••	
705 state conferences		3.00	2.36	.64 ••	
706 refresher courses		3.54	2.27	1.27 ••	
707 his very own ideas		3.00	3.27		-.27
708 real estate		2.36	2.00	.36	
709 public information		2.81	2.45	.36 •	
710 brochures		3.54	2.72	.82 ••	
711 volunteer orgzns		3.36	2.63	.73 ••	

241...plan by response
254...officials's dislikes
405...panic issues
409...engineering overlap
501...scrutinize zoning
502...defend zoning
503...all the zoning tasks
504...half time in zoning
605...provide data
607...budget
707...his very own ideas

The magnitude of these differences vary, ranging from 0.0 to -.82. Negative differences occur in all of the series except series 300. They are discussed in the subsection which follows.

Discussion Generally city planners believe that ideally more importance than actually presently exists should be placed on most of the items.

It can also be inferred that city planners believe, that ideally less importance should be placed on the 11 items where 'crossover' occurs than that which is actually placed on them at the present time. However this depends on the statistical significance of the difference in responses.

Comparison of responses for greatest and least mean scores In comparing the numerically greatest and least mean scores for the two responses it is found that the mean scores in B by city planners are of considerably more relative importance on the scale than the mean scores in the A-response. For example, the mean score in the B-response is 4.63 (for item 215...to select CPC chairman). In the A-response it is 5.90 (for item 216...select CPC members). The difference in

Table 9. Ranked mean differences in responses between A and B for city planners

Rank	Difference	Item	Key words
1	2.18**	211	jointly responsible
2	2.00**	248	natural disaster
3	1.91**	214	civil defense
4	1.90**	212	parochial schools
5	1.82**	306	migrant worker housing
6	1.73**	302	social policy goals
	1.73**	224	counsel the school board chairman
8	1.64**	602	train city employees
	1.63**	210	joint studies with the school board
10	1.54**	213	hospital locations
	1.54**	310	the good life
	1.54**	311	enrichment of the environment
13	1.46**	606	capital improvement programs
	1.45**	216	select new members for CPC
15	1.37**	301	social disorganization
	**	201	coordinate officials
	**	255	intellectual leader
[a]	**	303	overcrowding
⋮			
94	.61	235	influence policy makers
95	.55	215	select new chairman for CPC
96	.36	416	economic judgements
	.36	512	stand on commercials
	.36	511	apartment building lots
99	.36	708	real estate
100	.28	230	influence chairman of CPC
101	.27*	222	counsel CPC members
102	.19	608	interpret zoning
103	.09	223	counsel the zoning chairman
	.09	701	to have membership in AIP
	.09	408	other disciplines
106	.00	237	make policy
	.00	417	write zoning ordinances
	.00	604	direct activities of the CPC
109	-.09	607	budget preparation
	-.09	605	provide data to the CPC
	-.09	409	engineering overlap
112	-.10	405	panic issues
113	-.18	241	plan by response
	-.18	503	all of the zoning tasks
115	-.27	707	his very own ideas
116	-.36*	502	defend zoning
	-.36**	501	scrutinize zoning
118	-.64**	504	half time at zoning
119	-.82**	254	official dislikes

[a]The items lying between the ranked 15th largest difference in response and the beginning of items of non significant difference (no asterisks) are not listed in this table.

means is 1.27. Furthermore this difference of mean scores between the A- and B-responses is considerably greater for the least important mean scores than it is for the most important mean scores. For example the greatest mean score in A is 1.90; the greatest mean score in B is 1.54; the difference is 0.36.

Discussion The differences in measures for mean scores of least important mean scores is considerably more important than in the differences between responses for the greatest mean scores.

Ranked difference of responses

In order to compare the similarities and differences which occur between the responses for city planners, it is necessary to rank the differences of mean responses for all items. The analysis proceeds from here. The difference of response is again the difference which results when the mean score in the A-response is subtracted from the mean score in the B-response.

Three categories appear among the ranked differences. These categories consist of items with positive significant differences, no significant differences, and negative significant differences. The findings of each of these categories are treated separately. They are presented in Table 9 on the facing page.

Positive significant differences The first category is referred to as the positive significant differences of mean responses. It consists of items where the ideal B-response has been rated more important than the actual A-response, and the difference of mean responses are statistically significantly different at the .10 level.

Findings Of the 106 items in the study with a positive difference in mean responses, there are 93 items which are statistically different at the .10 level. This is 78 percent of all items. These significant mean differences range from .70 to 2.18.

For purpose of comparison, the ranked 15 greatest mean differences were selected for analysis. There are a total of 18 items having these mean differences. They range from 2.18 to 1.37. When these items are rearranged by series they appear as follows:

201...coordinate officials
210...joint studies with the school board
211...jointly responsible
212...parochial schools
213...hospital locations
214...civil defense
216...select CPC members
224...counsel the school board chairman
248...natural disaster
255...intellectual leader

301...social disorganization
302...social policy goals
303...overcrowding
306...migrant worker housing
310...the good life
311...enrichment of the environment

602...train city employees
606...capital improvement program.

There are no items for series 400, 500, or 700.

Discussion These items have the greatest difference in means between the actual and ideal responses for city planners.

The item with the greatest difference in means is item 211...jointly responsible. It has a difference of 2.18 units of relative importance on the 7 point scale of relative importance. It implies that whereas the actual importance of this item is presently rated at 4.81, somewhat more than of 'less than average' importance, ideally it should be 2.63, considerably more important than 'important'.

Three findings are apparent from these items. The first is that there are no items from series 400 technical, 500 zoning, or 700 public relations. These are not the task areas in which city planners believe the greatest increase of importance should occur.

The second finding pertains to series 300, social considerations. Six items, or one third of the items having the greatest differences occur in this one series of 14 items. The city planners believe the greatest amount of increase in importance should occur in this task area. Four items in particular from series 300 warrant discussion.

Item 301...defense against social disorganization. City planners believe this role ideally should be much more

important than it actually is. The means by which this 'should be accomplished', could be the topic for future research. It may be noted that mayors placed a similar ideal importance on this role, but that chairmen were significantly lower.

Item 302...to answer to social policy goals. This item ranks 6th among the greatest differences of mean responses. City planners believe that this role should be very much more important than it actually is at present. It can be noted that mayors agree with city planners on the importance of this role. However chairmen are the extreme opposite opinion. While mayors agree, chairmen do not agree that this role should be of such great importance for city planners.

Item 310...the good life, and 311...enrichment of the environment. Both items have the 10th greatest ranked difference of responses. City planners believe they should place far greater importance on these two roles. It can also be noted that mayors place a similar ideal importance on these 2 items. However chairmen placed a very much lower importance on item 310 and an extremely low importance rating on 311. While city planners and mayors agree that these roles should be ideally of very great importance, chairmen do not agree.

The third finding pertains to schools. It consists of 4 items, 210, 211, 212, and 224. The mean differences for 2 of these items, 211 and 212, are in the top 4 ranks, and 211

is the item with the greatest difference in mean responses. City planners believe that far greater importance should be placed on schools than is actually placed on them at the present.

Item 248...natural disaster, ranks second among the greatest mean differences of response, and 214...civil defense ranks third. City planners believe that ideally they should place more emphasis on these roles than on any other items except item 211.

It is the opinion of the author that these 18 items especially should be examined by all formal bodies having interests or real concern for the roles of city planners, as they represent the particular roles in which city planners believe the greatest differences in relative importance should occur.

Non significant mean differences in responses There are 21 items in this study without statistically significant mean differences of responses by city planners. These items constitute 18.5 percent of all items. These items are presented in ranked order in Table 9.[1] The differences range from +0.61 to -0.27 units of relative importance on the 7-point scale.

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[1]The items lying between the ranked 15th largest difference in response and the beginning of items of non significant difference are not listed in this table.

Rearranged by series they appear as follows:

215...select CPC chairman
223...counsel zoning chairman
230...influence CPC chairman
235...influence policy makers
237...make policy
241...plan by response

405...panic issues
408...other disciplines
409...engineering overlap
416...economic judgements
417...write zoning ordinances

503...all of the zoning tasks
511...apartment building lots
512...stand on commercial

604...direct the CPC
605...provide data to CPC
607...budget preparation
608...interpret zoning

701...AIP membership
707...his very own ideas
708...real estate.

There are no items from the 300 series.

Discussion These items constitute those roles where the relative importance is stabilized between the existing and the ideal situations among city planners. The general inference which can be drawn from these 22 items is that the city planners believe the relative importance they presently place on these items is already at an ideal level or very close to it, and that they are already doing what they believe they should ideally be doing in terms of relative importance. Such items comprise less than one fifth of the items in the study.

The remaining items, four fifths of the items in this study, have statistically significant differences in responses. It can be inferred that these remaining four fifths items are in need of significant increase of relative importance in order to approach the ideal level of relative importance. With the exception of series 300 there is representation by all series.

Series 300 is not represented, as the difference of mean responses for every item in series 300 is significant at the .10 level. City planners believe that a significantly greater importance should be placed on all of the social roles. This should be given serious consideration by all social systems concerned or linked with city planners' activities. Obviously not all relevant others agree. The data for chairmen supports this observation.

Negative significant differences This category consists of items where the actual importance presently placed by city planners is not only greater than city planners believe it ought to be, but is also statistically significant at the .10 level. It is referred to as negative significant difference in mean responses. There are 4 such items. When these items are rearranged by series, they appear as follows:

254...official dislikes
501...scrutinize zoning
502...defend zoning
504...half time on zoning.

Discussion The 4 items which city planners believe should have significantly less importance placed on them only comprise approximately 3 percent of all items in the study. However 3 of these 4 items are from the same series, series 500, zoning. Furthermore this is approximately one quarter of this series, which only has 13 items. The inference can be made that generally city planners believe that too much importance is actually placed on zoning. The data supports the literature.

The foregoing analysis has been a comparison of the responses. It compared the rated importance by city planners of their actual situation with a hypothetical or ideal situation. This was done partly by the use of a profile device.

The analysis which follows will also employ the profile device. It is called 'profile analysis and mean of means analysis'. It is addressed to whom among the 3 types rated any items most important and who rated it least important. When these are totalled a pattern emerges for both types and for series.

Profile Analysis and Mean of Means Analysis

The purpose of the profile analysis is to provide a graphic presentation of the differences in mean scores among types in both responses. Such a graphic presentation brings out additional patterns between types. The mean of means analysis is included with the profile analysis, as it amplifies

these differences where they are graphically indiscernable.

Although the profiles of the 2 responses are somewhat similar visually and numerically, the interpretations made from them are quite different. In the A response the profiles indicate the accuracy of perceptions of relevant others. In the B-response the profiles indicate the amount of disagreement among types. Further the profiles of city planners have also been analyzed separately in another section and where the A and B responses are compared.

Both the profiles and means of means analyses provide certain patterns which may be analyzed.

Profile analysis A profile line in this study is a scaled graphic projection which connects the plotted mean scores for a given type for an array of items. The scale used is the 7-point scale of relative importance. The arrays are generally series of items. However one series, 200, is subdivided due to its large number of items. The profile lines of types can be compared when they are superimposed on the same graph. The profile lines for types are graphed separately for each of the two responses. The means are listed by types for each response.

The procedure is as follows. After the graph and table are prepared, the mean scores for types for each item response are differentiated. The most important means, denoted 'highest' and the least important means, denoted 'lowest', are identified.

These highest and lowest means are then tallied for each series. Comparisons are made on the basis of these totals.

Several patterns are possible for the superimposed profile lines. Widely separated profiles indicate inaccuracy in A, and disagreement in B. Conversely, profiles which follow each other closely indicate accuracy in A, and agreement in B. 'Crossovers' and 'peaks' in the profile lines occur where subsequent items have a very much greater or smaller means.

Differences in responses can only be compared for city planners. It indicates the change of importance from actual to ideal and is analyzed elsewhere.

Mean of means analysis The mean of mean importances among all 3 types is integral to the means for types analyzed by the profiles. However it is reported only where there is statistically non significant difference of means among types within a given response. Since the scale at which the profiles are drawn does not bring out those minor differences of means, it clarifies what otherwise would require cross reference to other analyses.

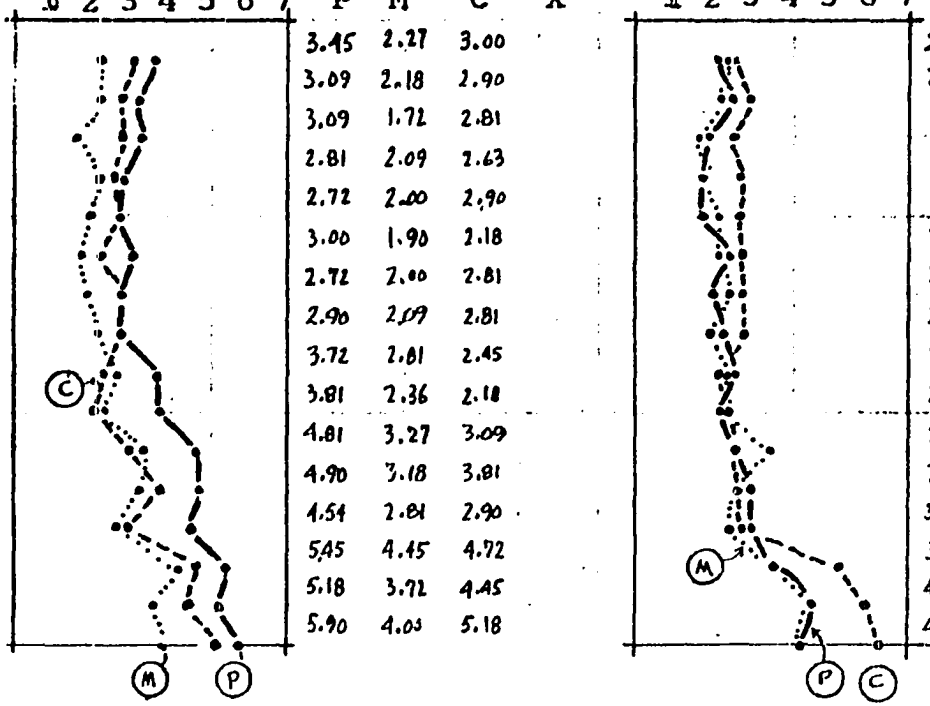
These two analysis are treated together in the findings and discussion. The findings now follow.

Findings: Series 200 general planning

Series 200, consisting of 56 items, is presented in 3 parts in text and tables. The parts are items 201 to 216, items 217 to 234, and items 235-256. Each part has its own

Table 10a. Profile mean importance of types P, M, C

Series 200	A - Importance 1 2 3 4 5 6 7	P	M	C	X̄	B - Importance 1 2 3 4 5 6 7	P	M	C	X̄
		Means					Means			
201 coordinate officials		3.45	2.27	3.00			2.09	2.36	2.54	2.33
202 local catalyst		3.09	2.18	2.90			2.45	2.36	3.00	
203 consult SDMs		3.09	1.72	2.81			1.90	1.81	2.63	
204 SDM participation		2.81	2.09	2.63			1.72	1.90	2.81	
205 coord SDMs & off'ls		2.72	2.00	2.90			1.81	2.18	2.72	
206 private proposals		3.00	1.90	2.18			2.54	2.27	2.72	2.51
207 forces of change		2.72	2.00	2.81			2.00	2.45	2.81	
208 liason		2.90	2.09	2.81			2.18	2.00	2.90	
209 sch. board meetings		3.72	2.81	2.45			2.63	2.45	2.18	
210 joint studies		3.81	2.36	2.18			2.18	2.09	2.45	2.24
211 jointly responsible		4.81	3.27	3.09			2.63	3.45	2.72	2.93
212 parochial schools		4.90	3.18	3.81			3.00	2.63	2.81	2.81
213 hospitals		4.54	2.81	2.90			3.00	2.54	2.72	2.75
214 civil defense		5.45	4.45	4.72			3.54	3.63	5.09	
215 select plan, chmn.		5.18	3.72	4.45			4.63	4.72	5.90	
216 select plan comm'rs		5.90	4.09	5.18			4.45	4.36	6.09	



discussion.

Items 201 to 216: A-response - there are 16 items on this first page of Table 10. The means for city planners are lowest in all items except 2 where chairmen are lowest. Their profile is well removed from relevant others from item 210 to 215. The means for mayors are highest in all items except 3, where chairmen are highest. The profile for chairmen lies between mayors and city planners for all except items 209, 210, 211, pertaining to schools which are highest, and to the 2 items which are lowest, item 205...coordinate significant decision makers, and 207...forces of change.

Discussion The profile for city planners clearly indicates that city planners placed a lower mean importance rating than their relevant others perceived them to on 14 of the first 16 items in this series. In some of these items it is much less important than the perceptions by others, as indicated by a wider separation of profile lines. In all except the 3 items on schools, mayors perceived the city planners to place much greater importance than the city planners actually placed on the items, and more than chairmen.

It may be inferred that mayors and chairmen perceive city planners to place a higher relevant importance on all of these items than city planners will actually place on them at present. Furthermore there are no 'accurate' perceptions by the relevant others, for any of these items.

B-response: Items 201-216 (first page of Table 10 continued). In the B-response for these same 16 items, the profile line for city planners generally alternates with that of mayors for the position of greatest mean importance. Their profile lines have many crossovers. City planners have 7 items with the greatest mean importance and mayors have 8 items. The profile for chairmen is mainly removed from the other profile lines. Chairmen have 13 of the 16 least important means; city planners have 2 such items, and mayors have 1 item.

There is no statistically significant difference of mean scores among types for 6 items, 201, 206, 210, 211, 212, 213. Therefore the mean of means are reported, approximating agreement on the relative importance of these items. It appears in the fourth column of each response in the table.

Discussion City planners and mayors place the most importance on a nearly equal number of items from this set of items, and chairmen place the least importance on nearly all of the items. Further there is relative agreement among the 3 types on what that importance ideally should be. This is especially so in the subset on schools.[1]

The responses are compared at the end of this analysis.

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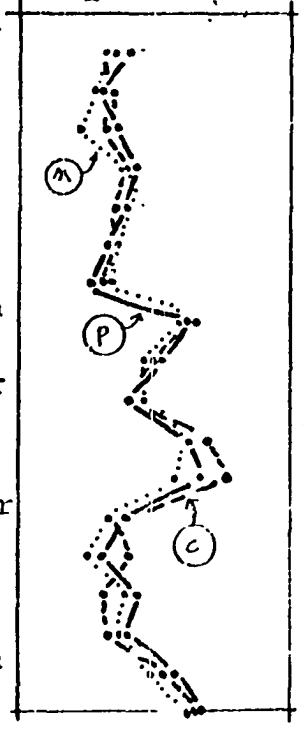
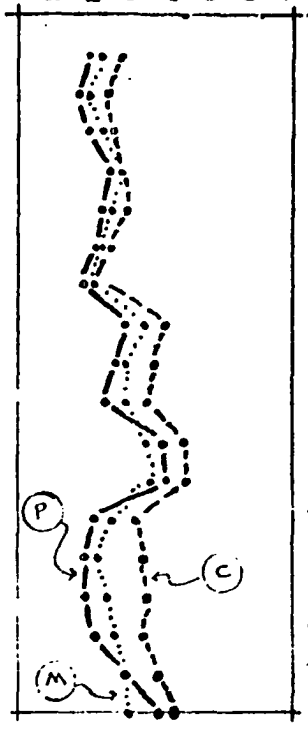
[1]Note that this is somewhat contrary to the findings for greatest ranked importance.

Table 10b. Profile mean importance of types P, M, C

Series 200 (continued)	A - Importance Means				B - Importance Means			
	P	M	C	$\bar{X}$	P	M	C	$\bar{X}$
217 counsel - the mayor	2.90	2.18	2.27		1.90	2.00	2.63	
218 - chmn of pg comm.	2.09	2.00	2.18	2.09	1.63	1.72	2.09	
219 - city manager	2.40	1.60	2.20		1.90	2.10	2.20	2.07
220 - city engineer	3.00	2.82	2.72		2.36	2.63	2.63	
221 - city council	2.90	2.72	2.54	2.72	2.09	2.36	2.81	
222 - city pg. comm	2.27	2.45	2.45	2.39	2.00	2.09	2.27	
223 - zoning chairman	1.90	2.18	2.27		1.81	1.81	1.81	1.81
224 - school board chmn	4.63	4.09	4.72		2.90	3.18	3.81	
225 - parks board	3.88	3.11	3.55		2.63	2.63	3.45	
226 - building inspector	2.90	3.09	2.90	2.96	2.09	2.81	3.18	
227 - fire chief	4.36	4.18	4.90		3.81	3.27	4.18	
228 - police chief	4.63	4.00	5.09		3.90	3.36	4.27	
229 influence - the mayor	2.81	2.36	2.45		2.00	2.36	3.00	
230 - chmn of pg comm.	2.09	1.81	2.90		1.81	2.00	3.09	
231 - city manager	3.00	2.80	2.20		1.90	2.27	3.27	
232 - city council	2.81	2.54	1.54	2.63	2.00	2.45	3.18	
233 - school board chmn	4.00	3.36	3.91		2.90	2.81	3.54	
234 - hosp. board chmn	4.72	4.18	4.45		3.72	2.90	4.00	





Items 217 to 234: These 18 items comprise two subsets; 'to counsel' and 'to influence'. They appear on the second page of the Table 10b.

A-response: The three profiles for types are closely intertwined in the A-response, suggesting a general level of accuracy of perceptions by relevant others. The city planners have the largest number of lowest means, with 10 of the 18 items. This is not readily apparent from the graph except by comparing the means.

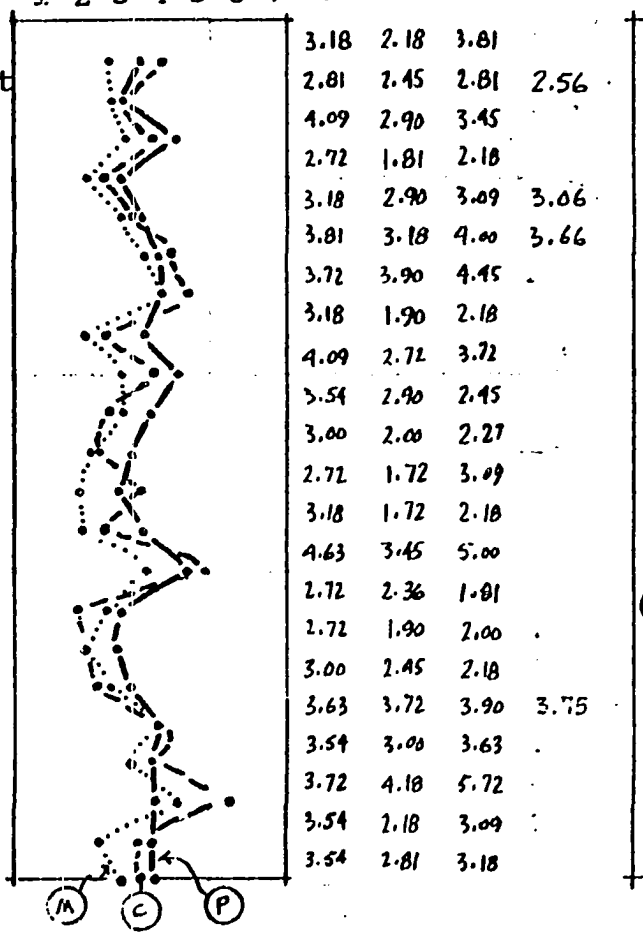
There are 5 items 218, 221, 222, 226, and 232 with non significant differences of means of mean scores among types. The mean of means for these items are reported in the table.

Discussion City planners rate the actual importance of 10 of the 18 items of counselling and influencing lower than their relevant others will perceive them to. The perceptions of chairmen are lowest in 6 items, and mayors in only 1 item. The perceptions by mayors are highest in 12 items and those of chairmen in 5 items. City planners rate only 3 items 222, 223, and 226 highest in this set of items.

The perceptions of relevant others are accurate in 5 items. These items pertain to the counseling of ...city council, ...city planning commission members, ...building inspectors, and ...influencing city council. This is one of the largest sets of accurate perceptions in the study.

Table 10c. Profile mean importances of types P, M, C

Series 200 (continued)	A - Importance Means				B - Importance Means			
	1 2 3 4 5 6 7	P	M	C	$\bar{X}$	P	M	C	$\bar{X}$
235 infl. policy makers		3.18	2.18	3.81		2.54	3.45	4.09	
236 influence local govt		2.81	2.45	2.81	2.56	2.27	3.09	3.09	
237 make policy		4.09	2.90	3.45		4.09	4.63	4.90	
238 estab. policy objvs		2.72	1.81	2.18		1.63	2.36	2.63	
239 alternatives		3.18	2.90	3.09	3.06	2.00	2.18	3.09	
240 evoke statements		3.81	3.18	4.00	3.66	2.54	3.63	4.27	
241 plan by response		3.72	3.90	4.45		3.90	4.18	3.72	3.93
242 plan by intent		3.18	1.90	2.18		2.18	2.00	2.54	2.24
243 ugly features		4.09	2.72	3.72		2.81	3.45	3.63	
244 community values		3.54	2.90	2.45		2.54	2.72	2.63	2.63
245 develop goals		3.00	2.00	2.27		1.81	2.00	2.27	2.03
246 goal maker		2.72	1.72	3.09		1.54	2.00	2.54	
247 cent. bus. district		3.18	1.72	2.18		2.27	1.63	2.63	
248 disaster		4.63	3.45	5.00		2.63	3.54	4.72	
249 potential errors		2.72	2.36	1.81		2.09	1.81	2.54	2.15
250 costly mistakes		2.72	1.90	2.00		1.90	1.63	1.81	1.78
251 advocate redev.		3.00	2.45	2.18		2.45	2.09	2.00	
252 new planning issues		3.63	3.72	3.90	3.75	3.00	3.18	2.81	3.00
253 solicit funds		3.54	3.00	3.63		2.81	3.18	3.90	
254 official's dislikes		3.72	4.18	5.72		4.54	4.54	5.72	
255 intellectual leader		3.54	2.18	3.09		2.18	2.45	2.90	
256 harmonizer		3.54	2.81	3.18		2.90	2.27	3.45	



B-response: Generally the 3 profile lines are separated. They follow closely in the first subset 'to council' and draw apart in the second subset 'to influence'. The ratings of city planners are highest in 14 items, mayors on 6, and chairmen on 1 item. The ratings of chairmen are lowest on 17 of the 18 items, and mayors on 1 item. Non significant difference of mean scores among types occurs for 2 items, 219 and 223.

Discussion City planners placed the highest ideal relative importance on most of these items, (14 items), and chairmen placed the lowest relative importance on all but one of these items. Agreement on what the relative importance should only occur for 2 items, 219...counsel the city manager, and 223...counsel the zoning commission chairmen.[1]

A-response: Items 235 to 256: There are 22 items in this set. There are a number of crossovers by profile lines. Non significant differences of mean scores among types occur in 4 items, 236, 239, 240 and 252.

Mayors rated most items highest and city planners rated many items lowest. Chairmen lie between these two extremes for most of these items. The means of mayors are highest for 17 items, and those of chairmen are highest for 2 items. City planners placed the highest mean importance on 3 items.

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[1]Note that these 2 items are of secondary importance, 219 because of only 5 cities in the A-response, and 223 because of its overlap with item 218.

City planners placed the lowest mean importance on 14 items. Chairmen rated 9 items 'lowest', and mayors had no 'lowest' means.

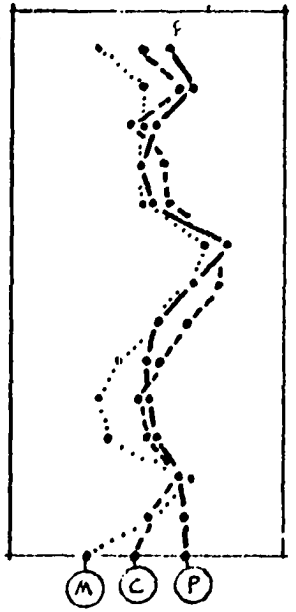
Discussion City planners rated the actual importance of 14 of the 22 items 'lower' than their relevant others perceive them to. The perceptions of mayors of the importance placed by city planners are highest in 17 items. The perceptions of chairmen lie between mayors and city planners, and they perceive 9 items lowest. There are 4 items in this set having accurate perceptions by others of the importance placed on these items by city planners.

Summary The findings imply that city planners do not believe most tasks in this series 200 general planning to be as important as their relevant others think they do. City planners place lower actual importance than their relevant others perceive them to in 38 of the items in this task area, and city planners only place the greatest importance on 6 items of this series.

B-response: (ideal) The profiles lines for the first 6 items are separated. However from item 241 on they are much closer together and have crossovers. There are pronounced peaks for 3 items.

City planners placed the highest mean score on more items than the others, with 14 items. They are followed by mayors with 6 and chairmen with 3 such mean score ratings.

Table 10d. Profile mean importance of types P, M, C

Series 300	A.- Importance Means				B. Importance Means			
	1 2 3 4 5 6 7	P	M	C	$\bar{X}$	P	M	C	$\bar{X}$
301 social disorganiz'n		4.00	2.18	3.36		2.63	2.45	3.72	
302 social policy goals		4.63	3.27	4.27		2.90	3.18	5.09	
303 overcrowding		3.81	3.18	3.00		2.45	2.81	3.45	
304 dilapidation		3.27	3.18	3.90		2.72	2.90	3.72	
305 public housing		3.54	3.36	4.00		2.72	2.90	4.00	
306 mig. worker housing		5.55	5.00	5.36		3.72	4.00	5.00	
307 mig. of nonwhites		4.63	4.45	5.18		3.54	4.00	4.81	
308 public housing		3.90	3.90	4.54		3.18	4.63	4.54	
309 socio ec. classes		3.45	2.81	3.90		2.63	2.45	3.81	
310 good life		3.54	2.36	3.36		2.00	2.27	3.45	
311 enrichment of env't		3.63	2.54	3.63		2.09	2.36	4.54	
312 increase density		4.18	4.63	4.18		3.09	4.36	4.45	
313 existing density		4.45	3.54	3.63		3.72	2.81	4.18	
314 higher land use		4.54	2.00	3.09		3.27	2.81	3.81	3.30

Chairmen placed the lowest mean scores on 17 of the 22 items, followed by mayors with 4 and city planners with 2 such ratings. Generally the mayors profile lies between that of city planners and chairmen.

There are 7 items 241, 242, 245, 249, 250 and 252 with non significant differences of mean scores among the mean scores for types.

Discussion The largest number of highest ideal mean scores for the ideal amount of importance which should be placed on these items are by city planners with 14 items. The largest number of lowest mean scores are by chairmen with 17 items. Mayors generally lie between them.

There is 'agreement' among types on what the relative importance of these roles should be. It is as great as anywhere in this study.

Series 300 social considerations A-response: The profiles in this set of items generally follow each other fairly closely. There is a minor amount of crossover and peaks.

The mean scores of mayors are highest in 13 of the 14 items, and chairmen are highest in 2 items. The mean scores of city planners are highest in 2 items also.

The mean scores of city planners are lowest in 8 items. Chairmen are lowest in 6 items and mayors in 1 item.

There are no items with non significant differences of mean scores among types. Hence the mean of means is not

reported.

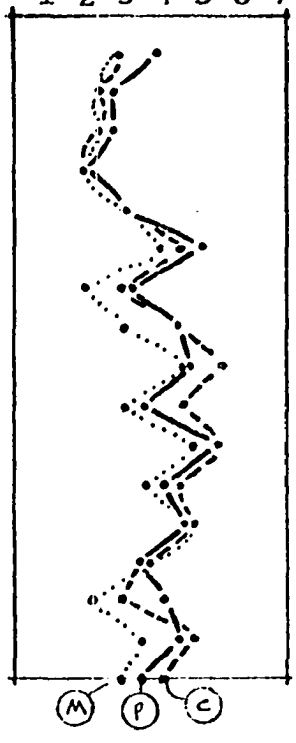
Discussion It may be inferred that mayors perceive city planners as placing higher importance on roles pertaining to social considerations than city planners do. City planners place the lowest importance on over half of the items, more than mayors or chairmen perceive them to. The perceptions of chairmen have the second largest number of lowest mean scores. There is no accuracy per se to the perceptions of relevant others on the social roles.

B-response (ideal): The profiles of mayors and city planners follow each other closely in B, with some crossover. City planners place the highest mean scores for the ideal relevant importance in 10 of the 14 items, and mayors in 4 items. The chairmen's profile is for the most part well removed from the profiles of others. Chairmen rated these items lowest in 13 of the 14 possible roles. There is non significant difference among types in 1 item, 314.

Discussion City planners rate the importance of these possible social roles highest, in 10 of the 14 items, and mayors in the remaining 4. Chairmen rate nearly all items lowest. Agreement among types occurs in the 1 item only, 314.. .higher land use.

In this series of possible social roles, 2 items warrant further discussion. The greatest ideal mean importance was the rating by city planners on 2 items, 310...the good life, and 311...enrichment of the human environments. While mayors

Table 10e. Profile mean importance of types P, M, C

Series 400	A - Importance Means				B - Importance Means			
	1 2 3 4 5 6 7	P	M	C	= X	P	M	C	= X
401 develop master plan		3.63	2.72	2.72		2.54	3.45	3.54	
402 extend master plan		2.45	2.18	2.27		1.81	2.27	1.90	
403 advanced planning		2.45	2.09	2.09		1.90	2.27	2.36	
404 intermed planning		1.90	1.72	1.81	1.81	1.54	1.63	1.81	
405 panic issues		2.90	2.90	2.81	2.87	3.00	2.81	3.00	2.94
406 past planning		4.90	3.72	4.18		4.09	3.72	3.90	3.90
407 interrelatedness		3.00	1.90	2.90		2.27	2.45	2.63	2.45
408 other disciplines		4.18	2.90	4.27		4.09	3.18	4.81	
409 engineering overlap		4.54	4.27	5.36		4.63	4.27	5.36	
410 thorofares		3.18	2.90	4.27		2.72	3.00	4.54	
411 disposal		5.18	4.54	5.36		4.00	4.18	5.81	
412 intersections		3.81	3.18	3.90	3.63	2.81	2.81	4.63	
413 drainage		4.36	4.63	4.54	4.51	3.54	4.09	5.18	
414 parking		3.09	3.18	3.36	3.21	2.72	2.72	3.81	
415 urban design		3.90	2.00	2.81		2.72	2.09	3.27	
416 economic judgement		4.09	3.18	4.54		3.72	2.63	4.72	
417 write zoning ord'cs		3.09	2.81	3.81		3.09	4.45	4.54	

were in accord, chairmen very definitely do not agree with the relative importance rating of city planners on either of these 2 items, as indicated by their mean scores. Considering the great emphasis current being placed on the quality of environment, this lower rating by chairmen is difficult to explain.

Series 400 technical A-response (actual): The profiles follow each other fairly closely for many of these items.

The mean scores for mayors are highest for 14 of the 17 items, and chairmen are highest in 3 items. City planners placed the greatest importance on 2 items.

The mean scores for chairmen are lowest for 8 items, and mayors for 2 items. City planners placed the least importance on 8 items.

There is non significant difference between the mean scores among types for 5 items, 404, 405, 412, 413, and 414.

Discussion It may be inferred that mayors perceive city planners as placing somewhat greater importance than city planners actually do on nearly all roles for this series. Chairmen perceive the lowest importance for almost half of these items. With exceptions, these perceptions by others as well as the mean actual importance ratings by city planners are considerably above 'average importance'. This is in contrast to the other series.

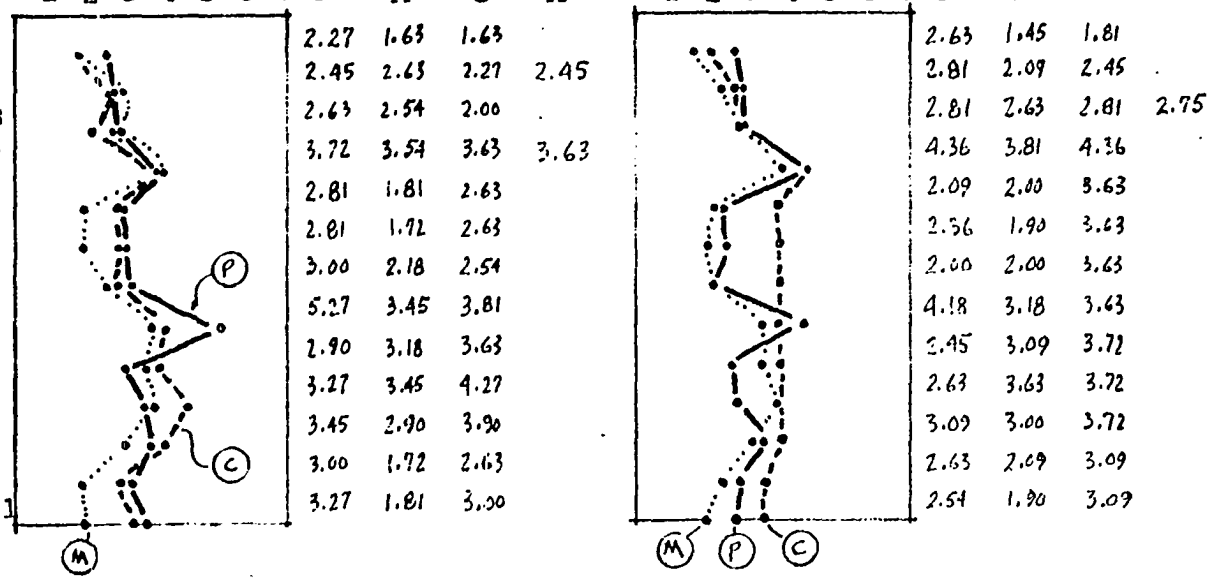
It may also be inferred that the greatest number of 'accurate' perceptions by relevant others occur in the technical roles. There is accuracy in 5 items. This series

Table 10f. Profile mean importance of types P, M, C

Series 500

A - Importance Means

B - Importance Means



	A - Importance Means				B - Importance Means			
	P	M	C	$\bar{X}$	P	M	C	$\bar{X}$
501 scrutinize zoning	2.27	1.63	1.63		2.63	1.45	1.81	
502 defend zoning	2.45	2.63	2.27	2.45	2.81	2.09	2.45	
503 all the zoning tasks	2.63	2.54	2.00		2.81	2.63	2.81	2.75
504 half time in zoning	3.72	3.54	3.63	3.63	4.36	3.81	4.36	
505 desirable land use	2.81	1.81	2.63		2.09	2.00	3.63	
506 industrial	2.81	1.72	2.63		2.36	1.90	3.63	
507 allocate use	3.00	2.18	2.54		2.00	2.00	3.63	
508 acreage lots	5.27	3.45	3.81		4.18	3.18	3.63	
509 cluster lots	2.90	3.18	3.63		3.45	3.09	3.72	
510 town house lots	3.27	3.45	4.27		2.63	3.63	3.72	
511 apartment lots	3.45	2.90	3.90		3.09	3.00	3.72	
512 stand on commercial	3.00	1.72	2.63		2.63	2.09	3.09	
513 stand on residential	3.27	1.81	3.00		2.54	1.90	3.09	

has the largest proportion of accurate perceptions by relevant others.

B-response: These profiles follow each other closely up to item 407. From there on the chairmen's profile line separates from the others.

Of the 3 types, city planners rated highest on 12 items, and mayors on 8 items. Chairmen rated lowest on 15 items.

There is non significant difference between mean scores among types in three items, 403, 406, 407.

Discussion It may be inferred that city planners give the most important ratings, with 12 of these items, and mayors with 8 items. Chairmen rate nearly all of these items less important than either mayors or city planners.

The non significant difference in the 3 items implies that agreement among types occur in these items.

Series 500 zoning A-response: The mean scores are highest for mayors in 9 of the 13 items and for chairmen in 3 items. City planners rated 9 items lowest. The mean scores are lowest for chairmen in 3 items, and mayors in 1 item. There are non significant mean scores among types for 2 items, 502, 504.

Discussion The findings indicate that city planners do not believe most zoning tasks are as important as the perceptions of their relevant others indicate. It may be inferred that generally city planners place lower actual

importance than their relevant others perceive them to in this task area. Mayors perceive city planners as placing the highest relative importance on 9 items. Chairmen perceive city planners placing highest importance on 3 items. City planners only place the highest importance on 2 items, 509, and 510.

The perceptions of mayors and chairmen is accurate in 2 items only, 502 and 504.

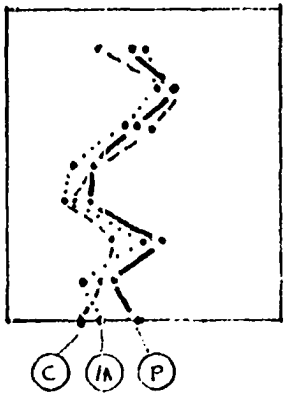
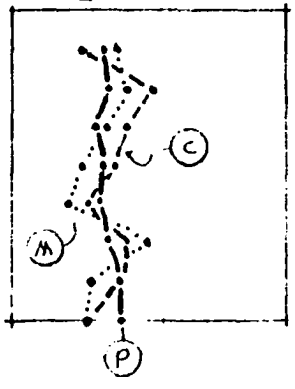
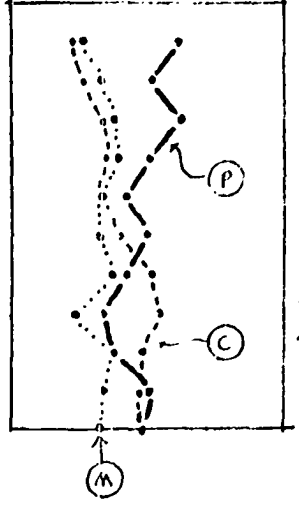
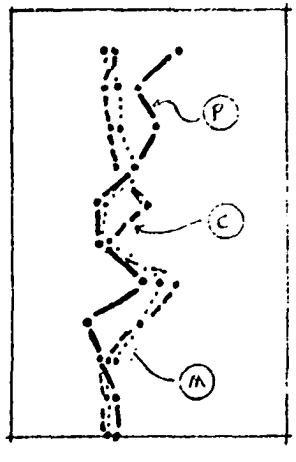
B-response 500 (ideal): The profiles in B are fairly clear cut, with little crossover. Mayors placed the highest mean importance on 11 of the 13 items, and city planners on 3. Chairmen placed the lowest mean importance on 10 of the 13 items, and city planners on 4.

There is 1 item, 503...with no significant difference of mean scores among types. Chairmen rate the ideal importance of most of these roles as 'average importance', with items from 505 to 511 appearing as a straight vertical profile line. In contrast to chairmen, there is considerable variation on these items by the others.

Discussion It can be inferred that mayors rate nearly all of these items on zoning as being ideally more important than chairmen or city planners do. Chairmen rate nearly all of these items lowest.

Agreement among types occurs on one item only. It is item 503...all zoning tasks.

Table 10g. Profile mean importance of types P, M, C

Series 600	A - Importance Means					B - Importance Means				
	1 2 3 4 5 6 7	P	M	C	$\bar{X}$	1 2 3 4 5 6 7	P	M	C	$\bar{X}$
601 attend council		3.09	3.45	2.27			2.27	2.72	1.90	
602 train city employees		4.18	3.90	4.18	4.09		2.54	3.0	3.63	
603 educate CC and CPC		3.18	3.0	3.81			2.09	2.36	3.00	
604 direct CPC		2.36	1.72	2.27			2.27	1.90	2.63	
605 provide data		2.09	1.54	1.90			2.18	1.50	2.00	
606 capital improvement		4.00	3.45	2.81			2.54	3.45	3.00	
607 budget		2.72	2.00	2.45			2.81	2.00	2.90	
608 interpret zoning		3.09	2.36	2.00			2.90	2.09	2.00	
Series 700										
	1 2 3 4 5 6 7	P	M	C	$\bar{X}$	1 2 3 4 5 6 7	P	M	C	$\bar{X}$
701 AIP membership		4.27	1.90	1.81			4.18	2.36	2.63	
702 ASPO membership		3.63	2.18	1.90			3.09	2.81	2.54	
703 AIP conventions		4.36	2.63	2.36			3.72	2.90	2.63	
704 ASPO conventions		3.63	2.81	2.54			3.09	3.18	2.72	
705 state conferences		3.00	2.36	2.36			2.36	2.27	3.45	
706 refresher courses		3.54	2.18	2.81			2.27	2.09	2.09	2.15
707 his very own ideas		3.00	2.72	3.45	3.06		3.27	3.90	4.27	
708 real estate		2.36	1.63	3.72			2.36	3.18	3.45	
709 public information		2.81	2.63	3.27			2.45	2.63	2.27	2.45
710 brochures		3.54	2.45	3.18			2.72	2.54	2.54	2.60
711 volunteer orgns		3.36	2.36	3.27			2.63	2.54	2.54	2.57

Series 600: Administration A-response: The profiles for this series lie very close together. The mean scores are highest for mayors in 5 of the 8 items, and for chairmen in 3 items. City planners rate the importance of 6 of these items lower than the perceptions of relevant others. There is one item, 602, with non significant difference.

Discussion The findings for this series imply that city planners do not believe most administrative tasks are quite as important as the perceptions of their relevant others indicate. City planners place the lowest relative importance on nearly all items of this task area. Mayors perceive the highest importances for most of these items. There is only one item where accurate perceptions by mayors and chairmen occur, item 602...to train city employees.

B-response (600): There is considerable crossover of the profile lines, and a separation of chairmen from the others in many items. The ranges of mean scores for mayors, chairmen and city planners is from 2 to 4 for highest and lowest number of items for all types. Chairmen placed the lowest importance on 4 items of the 8 items, and mayors and city planners on 2 items each. Mayors and city planners each placed the highest scores on 3 items and chairmen on 2.

There are no items with non significant differences of mean scores among types.

Discussion It may be inferred that no agreement occurs among types for any items in this series. Furthermore, no one type has largest number of highest or lowest ratings of importance for the series as a whole. All inferences in this series should be made on a per item basis, rather than as a generalization for the series.

Series 700: Public relations and personnel A-response: The profile lines are distinct and widely separated for certain items. The mean scores are highest for mayors in 7 items, and for chairmen in 5 items. City planners placed the lowest importance on 8 of the 11 items. There is one item 707 with non significant difference among types.

Discussion The findings infer that city planners do not believe most public relations and personnel roles to be as important as perceived by their relevant others. It can be inferred that mayors and chairmen both perceive city planners to place the highest importance on all of these items. City planners place the lowest actual importance on 8 of these items. Perceptions by relevant others will be accurate for only one item, 707.

B-response: (700) Chairmen placed the highest mean score rating on 7 items; mayors had 5 and city planners 2 items with the highest mean score.

City planners had the lowest mean scores for 6 items, chairmen for 3 and mayors for 2 items.

The profiles of mayors and city planners are very close from item 704 on. City planners are separated in items 701-2-3 from the profiles of city planners and mayors.

There are 4 items with non significant differences among types.

Discussion The chairmen have more (7 items) highest ratings in this series than the others. Mayors will follow chairmen closely.

The city planners have most of the lowest ratings of importance for these roles.

There will be a relatively high proportion of items in this series where agreement will occur among types, with 4 of the 11 items.

Summary of profile analyses for A and B responses

A-response The total number of 'highest and lowest' mean scores for each type in the A-response are summarized as follows

		Totals			Percentage		
Mean scores	Types	CP	M	C	CP	M	C
Highest		12	90	26	10	75	22
Lowest		67	6	39	48	5	33

There is at least one highest and one lowest for every item.[1]

[1]Where there are identical mean scores, each types is counted as highest or lowest. For this reason the total percentage listed exceeds 100 percent.

Highest mean importances Mayors placed the largest number of highest mean scores in the A-response with a total of 90 items. Chairmen are second with 26 highest means scores. City planners placed the highest mean importance on 12 items.

Discussion It may be inferred that the perceptions by mayors of the importance placed on items by city planners is highest in approximately 75 percent of all items. The perceptions of chairmen is highest in 22 percent of the items. The importance actually placed by city planners is highest in 10 percent of all items only.

Lowest mean importance City planners placed the largest number of lowest mean scores in the A-response with a total of 67 items. Chairmen have 39 items and mayors 6 items.

Discussion It may be inferred that city planners rate the actual relative importance of almost half of their possible roles lower than mayors or chairmen perceive them to. The perceptions of chairmen are lowest for 33 percent of all items. The perceptions of mayors are lower than chairmen or city planners for a small number of items only.

Summary, A-response There are 18 items in the A-response where there are accurate perceptions by both relevant others of the importance actually placed on the items by the sity planners.

The largest number of highest mean scores are the ratings of the mayors. The mean scores for mayors perceptions of the importance placed by city planners greatly exceed those of

chairmen. Mayors also exceed the highest ratings of the city planners. It can be inferred that mayors perceive the highest importance for the possible roles of city planners.

Chairmen perceive city planners to place greatest mean importance on 26 of these items. It can be inferred that chairmen perceive the city planners as placing much less importance than mayors.

The city planners only placed greatest relative importance on 12 items, or 10 percent of the items. City planners generally place greatest importance on only a fraction of the possible roles that chairmen and mayors perceive them to place importance on.

City planners placed the largest number of lowest mean scores.

Mayors perceived city planners as placing least importance on very few of these items.

B-response The total number of 'highest and lowest' mean scores for types in the B-response are summarized as follows:

		Totals			Percentages		
Mean scores	Types	CP	M	C	CP	M	C
Highest		65	51	14	55	43	12
Lowest		18	12	92	15	10	78

The total percentages for mean scores exceeds 100 percent since items with identical mean scores are counted twice.

Highest mean scores In the B-response, city planners have the largest number of highest mean scores. City planners gave the highest mean score to 65 items. Mayors are next with 51, and chairmen have 14 highest mean scores. It may be inferred that city planners place the greatest ideal importance on more roles than their relevant others do. City planners placed the greatest ideal importance on over half of all the possible roles. Mayors are somewhat lower than city planners, and chairmen only placed the greatest ideal importance on very few of the roles.

Lowest mean scores Of the 3 types and based on an item by item summary, the largest number of lowest ideal mean scores for items are by chairmen, with a total of 82 such ratings. They are followed by city planners with 18 lowest mean scores, and mayors with 12 lowest mean scores. Chairmen believe that 82 items, or 69 percent of all items should be of less importance than do their relevant others. It may be inferred that chairmen rate the ideal importance of most of the roles of city planners lower than either mayors or city planners. This is supported by the data of other analyses in this study.

A-response: Summary of accurate perceptions by relevant others; items with reported mean of means

218	counsel...the chairman of CPC	2.09
221	counsel...the city council	2.72
222	counsel...the city pg comm	2.39
226	counsel...the building inspector	2.96
232	influence...city council	2.63
236	influence local government	2.56
239	alternatives	3.06
240	evoke statements	3.66
252	new planning issues*	3.75
-	no 300 series	-
404	intermediate planning	1.81
405	panic issues*	2.87
412	intersections	3.63
413	drainage	4.51
414	parking	3.21
502	defend zoning	2.45
504	half time at zoning	3.63
602	train city employees	4.09
707	his very own ideas	3.06

*Asterisk denotes items common to A- and B-responses.

Summary of mean of means importances

The number of items for each series where the mean of mean importance is statistically non significant and is reported is as follows.

	A-response	B-response	AB
	Accuracy of perception	Agreement among types of mean rel. imp.	Items common to both responses
Items 201-216	0	6	0
217-234	5	2	0
235-256	4	7	1 (252)
Series 200	9	15	1
300	0	1	0
400	5	3	1 (405)
500	2	1	0
600	1	0	0
700	1	4	0
Totals	18	24	2

These items are summarized as follows:

A-response There is a total of 18 items with no statistically significant difference of means among types in the A-response. This total constitutes 15 percent of all items. Restated, the mean importance which both mayors and chairmen perceived city planners to place on these items was not significantly different at the .10 level from the actual mean importance which city planners placed on these 18 items. By definition then, these perceptions are 'accurate'. This particular analysis ignores those items where there was partial accuracy between the mean perception of one or other relevant other and the city planner.

B-response: Summary of agreement among types

201	coordinate officials	2.33
206	private proposals	2.51
210	joint studies	2.24
211	jointly responsible	2.93
212	parochial schools	2.81
213	hospitals	2.75
219	counsel...the city manager	2.07
223	counsel...the zoning chairman	1.81
241	plan by response	3.93
242	plan by intent	2.24
244	community values	2.63
245	development goals	2.03
249	potential errors	2.15
250	costly mistakes	1.78
252	new planning issues*	3.00
314	higher land use	3.30
405	panic issues*	2.94
406	past planning	3.90
407	interrelatedness	2.45
503	all the zoning tasks	2.75
-	no 600 series	-
706	refresher courses	2.15
709	public information	2.45
710	brochures	2.60
711	volunteer organizations	2.57

*Asterisk denotes items common to A- and B-responses.

Discussion It may be inferred that the accuracy of perceptions by relevant others of the importance actually placed on the possible roles by city planners is approximately 15 percent of all items. The data supports the contention that the statistical accuracy of perceptions by relevant others of city planners will be at low level.

B-response There is a total of 24 items or 20 percent of the items in this study which have no statistically significant difference of ideal mean importances among types in the B-response. Restated, there is only agreement among city planners, mayors, and chairmen on the ideal importance of these 24 items. This analysis makes no effort to include partial agreement by one or other relevant other only.

Discussion It may be inferred that agreement among types on the ideal importance of roles probably only occurs for 20 percent of the items, and that there is no statistical agreement for the remaining 80 percent of the items. Restated, there will not be very many items where agreement occurs among types on what the ideal importance of the roles of city planners should be. The data support the hypotheses that there are differences in definitions of these roles among types. The reason for this may be attributed to the newness of the role for city planners, their educational background, and the newness of the position of city planner in the smaller city.

The foregoing analysis has shown where accuracy occurs in the perceptions by relevant others, and where agreement occurs among the 3 types in this special social system of city planners.

The analysis which follows is the 100 series, satisfaction, agreement, and success. Its main characteristic is that of a summary. The questions are of a very general nature.

Series 100 Analysis; Satisfaction, Agreement, and Success

The purpose of the 100 series in this study is to provide generalized statement by the respondents of their overall satisfaction, agreement, and success. There are 5 questions, each of which is based on its own 4-point scale. These results of the analysis are shown in Table 14, Appendix D.

Satisfaction

The focus of the first question, number 120, is on satisfaction. City planners were asked how satisfied they are with their job as city planner in their city, and mayors and chairmen were asked how satisfied they are with the incumbent city planner.[1]

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[1]The scale used is as follows: 1 = very satisfied; 2 = satisfied; 3 = dissatisfied; 4 = very dissatisfied.

Findings, question 120 City planners and chairmen had the identical mean score of 1.73, somewhat better than 'satisfied'[1]. The mean score for mayors is 1.64, or considerably more than just 'satisfied'. Mayors were almost evenly divided between being 'very satisfied' and 'satisfied'. Most chairmen were 'very satisfied', but while 1 chairman was 'very satisfied', 2 chairmen were 'dissatisfied'.

The within cities analysis for the 2 pairs are similar. Between city planners and mayors there are 9 discrepancy units, and between city planners and chairmen there are 10 discrepancy units.[2] The largest total discrepancy of the three questions on satisfaction occurs in this question.

Discussion It may be inferred that generally all 3 types are more than 'satisfied' with the way city planners perform their roles.

Agreement There are 3 questions, 121, 122, 123, on agreement. In each question the respondent is asked how closely he and one other agree on the importance of the roles of the city planner. The findings are as follows.

Findings, question 121 Mayors and chairmen were asked how closely they and the city planner agree on the importance of the roles of city planners. The mean score for mayors is

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[1]The scale used is as follows: 1 = very satisfied; 2 = satisfied; 3 = dissatisfied; 4 = very dissatisfied.

[2]Note: Discrepancy in this analysis is based on a 4 point scale.

2.09, slightly less than 'a high degree of agreement'[1]. The mean score for chairmen is 2.18, somewhat less than 'a high degree of agreement', and lower than mayors.

Discussion It can be inferred that generally mayors and chairmen perceive that somewhat less than a 'high degree of agreement' exists between themselves and the city planners on the relative importance of the roles of the city planner. The degree of this agreement for chairmen is slightly less than that of mayors. The data for chairmen especially show that there is a significant difference for most items in the ideal response, at the .10 level.

Findings, question 122 City planners and chairmen were asked how closely they and the mayor agree on the relative importance of the roles of the city planner. The mean score for city planners is 2.27, considerably less than 'a high degree of agreement'. The mean score for chairmen is 2.0, 'a high degree of agreement'.

Discussion It can be inferred that generally chairmen perceive a 'high degree of agreement' exists between themselves and the mayor, while city planners perceive somewhat less than a 'high degree of agreement' exists between themselves and the mayor on the relative importance of the roles of the city planner.

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[1]The scale for agreement is as follows: 1 = complete agreement; 2 = a high degree of agreement; 3 = some agreement; 4 = a low level of agreement.

Findings, question 123 City planners and mayors were asked how closely they agree with the chairmen on the relative importance of the roles of the city planner. The mean score for city planners is 2.18, somewhat less than 'a high degree of agreement'. The mean score for mayors is 2.27, or considerably less than 'a high degree of agreement'.

Discussion It can be inferred that both city planners and mayors perceive something less than 'a high degree of agreement' on the relative importance of the roles of the city planners, with the perceptions of mayors being of a slightly lower degree than that of city planners.

Summary The mean scores for the 3 questions 121, 122, and 123 on agreement range from 2.00 to 2.27, which is 'a high degree of agreement' or less. There are only two replies with 'complete agreement' and no replies with 'a low level of agreement' out of a total of 66 replies. These perceptions of agreement among the 3 types is quite high. On a within cities basis, the same total discrepancy of 5 units occurs in each of these 3 items, which is very low for 11 cities.

Success In the final question, 126, city planners only were asked how successful they believe they are in their position as city planner. The mean score is 2.09, slightly less than 'successful'. There was one reply 'less than successful'. There were no replies for 'very successful'. There were no replies for 'very successful' or 'very little success'.

Discussion City planners state that they are 'successful' in carrying out the role of city planner in their city, with little variation in their evaluation.

The summary chapter follows these foregoing analyses.

CHAPTER VII. SUMMARY

Introduction

The purpose of this chapter is to summarize the material presented in this dissertation. The sections presented are 1) objectives, 2) theoretical orientation, 3) methods, 4) findings and discussions and 5) future research.

Objectives

The general objective of this dissertation was to determine the role of the city planner as defined by city planners and designated relevant others. More specifically there were two specific objectives. The first specific objective was to determine the role of the city planners as perceived by three types of role incumbents; city planners, mayors, and chairmen of city planning commissions. The second specific objective was to determine the degree of agreement between these three role definers.

Theoretical orientation

To accomplish these objectives the problem was approached from both the theoretical and empirical levels, using substantative sociological theories and methods. At the theoretical level both role theory and social systems were used. The problem of role definition was framed in terms of role convergence, such as might typically occur within a specific social system.

Methods

The methods and procedures focus on selecting empirical referents for the subconcepts of role, selecting the social system, and the design of the analyses.

The empirical referents selected for the roles of the city planner consisted of items developed from the tasks of functions believed to be roles of the city planner. These were measured by perception and degree of agreement. The key questions were 'is this item a role of the city planner', and 'if so, what is its actual importance to the city planner (A response), and 'ideally (B response) how important should it be'.

Three major analyses were performed; frequency analyses, selected statistical comparisons of means, and within cities discrepancy analysis. These analyses were performed for each item. These in turn were elaborated by ranking, profiles, and index analyses, over series as well as over all items in the study.

Findings and discussions

The findings and discussions for each analysis are treated separately. The first three analyses comprise the major analyses; they are amplified into 8 sub analysis routines for the purpose of elaboration and comparisons.

The findings and discussion of the major analyses and sub analyses can be summarized individually as follows.

Frequency for types for responses The frequency of replies was reported for individual items. The purpose is to show the range of responses as a comparison against the mean scores.

In reviewing the data it is found that no single item was entirely rejected, as not being a role for city planners, by all respondents for any given type (city planners, mayors, and CPC) in either response. It is therefore reasonable to infer that all items in this study are perceived as roles of city planners. In the A-response the largest number of replies stating that an item was 'not the role of the city planner', were the 5 chairmen for item 254...official dislikes. In the B-response the largest number of replies stating that an item was 'not the role of the city planner' occur for 7 chairmen in items 215...select chairman of the city planning commission, and item 216...select members of the city planning commission. Six chairmen rejected item 254...official dislikes as 'not a role of city planners'. Most chairmen rejected these three roles. There were 4 additional items having 4 rejections each, again all by chairmen. These items are; item 237...policy decisions, item 306...migrant worker housing, item 417...write zoning ordinances, item 708...real estate. Four mayors also rejected item 306...migrant worker housing, as not a role of city planners.

Selected statistical comparisons The selected statistical comparisons of mean scores present the statistical differences which occur between and among types and between responses. The analysis is designed around three main effects; types, responses, and cities. The major emphasis is on types. The findings are interpreted from a statistically liberal position of including all significant differences between types. Restated, a conservative position which would interpret interaction effects only is not used.

The major finding in the actual response A is that the number of items where the perceptions of chairmen are accurate is 52 items out of a possible 119 items. This is considerably greater than the 37 items for mayors. However when the two pairs are taken together, there are only 18 items where accuracy per se occurs among types. Based on the findings of this particular analysis it can be inferred that generally the number of items in which the perceptions of chairmen will be accurate will be considerably greater than for mayors.

The major finding in the ideal response B is that the number of items where agreement per se occurs between types is 71 items between mayors and city planners, and 32 items between chairmen and city planners. Again however, where the two pairs are taken together, there are only 24 items where agreement occurs among types. Accuracy and agreement have been defined as where no statistically significant differences in mean scores occur between types at the .10 level. On the

basis of these findings it can be inferred there will be more than twice as many items where agreement will occur between mayors and city planners as between chairmen and city planners. This discussion is also continued under profile analysis.

The data from this particular analysis supports the contention that the roles of the city planners are not accurately perceived by relevant others taking role definition of city planners as 'accurate'. The first specific objective was to determine the role of the city planner as perceived by the three types. The findings are that although there is general agreement that nearly all of these 119 items constitute roles of city planners, there are few items upon which all three types agree as to their importance. In the second specific objective of determining the degree of agreement among role definers, it is found that there are few items where agreement occurs among types.

Discrepancy analysis The third major analysis is called 'discrepancy analysis.' It too is included in the subsection items analyses. The total within cities discrepancy for each item is given for each pair in each response. The objective of presenting it with the selected statistical analysis and the frequency analyses is for it to serve as a minor check upon the other analyses. It amplifies the extreme differences of replies rather than homogenizing them into mean score where such individual differences are lost. This method of analysis is elaborated in the subsequent two analyses.

The foregoing 3 analyses are the major analyses in this study. The remaining analyses are sub analyses, elaborating certain items, the series, and the overall list of items. There are 8 such sub analyses. The summaries for the sub analyses now follow.

Total discrepancy analysis The total discrepancy analysis differs from the 'discrepancy analysis' in that it analyses all items rather than one item at a time. Its major finding is that the ranges of both least and greatest total discrepancies between mayors and city planners in the B-responses are lower than those between chairmen and city planners. Restated it can be inferred that the differences of agreement between mayors and city planners will be fewer and less intense than between chairmen and city planners regarding the ideal importance of roles of city planners. In the A-response this difference between pairs of types is not as pronounced. Generally the data supports and is complimentary to the findings of the selected statistical comparisons.

Within cities discrepancy index analysis This analysis is a determination of the total discrepancy for each city, summed over all 119 items. It is comparable to the main effect for 'cities', which is not elaborated in this study. The findings of this analysis are that the perceptions of mayors are 'accurate' in 73 percent of the cities, while the perceptions of chairmen are 'accurate in 64 percent of the cities studied. Accuracy in this analysis is defined as 1.67

discrepancy units.

The findings in the B-response are that there is agreement between mayors and city planners in 90 percent of the cities studied. However, between chairmen and city planners, agreement only occurs in 45 percent of the cities. Agreement in this response is also defined as 1.67 discrepancy units.

It can be inferred that there will be less disagreement between mayors and city planners than between chairmen and city planners.

Ranked mean scores for city planners The purpose of this analysis is to determine which items city planners rated most and least important in both A and B responses. It also forms the basis for the subsequent analysis; ranked mean scores for all types. The ideally most important items are item 246...to be a goal maker, and 404...intermediate planning. Other such items are discussed in context.

One finding is the apparent high degree of commonality of the rating of items in the 2 responses. This suggests the possibility that there is not as wide a gap between the actual and ideal situations as was anticipated.

Other findings include the low actual importance ratings of social roles by city planners, and support for the hypothesized overemphasis on zoning. Some of the imperatives of the position of city planner are also identified.

Ranked mean scores, all types, B-response only The ranked mean scores analysis for all types delineates the ideally most important items and the ideally least important

items as they were rated by city planners, mayors and chairmen. These items are then compared for commonalities and patterns. It was found that there are no items in the 300 series on social roles for the greatest ideal importance for any types. It could be inferred from these findings that city planners, mayors and chairmen will agree that none of the social roles should be ideally of greatest importance to city planners. While this finding may be disconcerting to some planning writers and educators who have championed certain social areas for city planners, this is more a question of degree of importance than of not being of any importance.

One finding from the items of most importance as rated by mayors indicates that mayors desire aggressiveness and leadership in their city planners. This is in contrast to some other officials who attempt to keep the city planners out of the decision making arenas, e.g. some school boards.

There are more items common to all 3 types regarding items of <u>least importance</u> than there are items of greatest importance. Restated, it may be inferred that agreement will occur more frequently for items of minor importance than will items of major importance. This implies that agreement will occur for the unimportant roles to a much greater extent than it will for the important roles of city planners.

In comparing the A and B responses there appears to be an observation related to mean scores. In a number of

items it was found that the perceptions in A by relevant others of the importance actually placed on items by city planners was not only inaccurate, but also that the inaccurate perceptions of relevant others were similar to the city planners ideal importance ratings.

Overall differences in mean scores This analysis is a numerical comparison of the mean scores for all city planners, mayors, and chairmen in the B-response only. The major findings are that the greatest and least means for mayors are quite similar numerically to those of city planners. However those of chairmen are lower than city planners for the greatest means, and very much lower for the least mean scores. It is inferred that while the mean scores of importance of mayors will be in the same general range as city planners, the means for chairmen will be lower throughout, and especially so for the least important mean scores. Restated, chairmen will generally rate all items from somewhat to considerably lower in importance than will city planners or mayors.

Analysis of responses This analysis compares the importance ratings for the actual and ideal responses by city planners. The findings show that at the .10 level, city planners believe that 78 percent of all items should be more important than the actual importance they presently place on them. The item where the single greatest increase should occur is in the location of public schools (item 211). The 15 items of greatest change include 4 items on schools. City planners

believe the greatest increase in importance should occur in the social tasks, series 300.

There are only 4 items having a negative difference at the .10 level. Three of these occur in the series on zoning. From this finding it can be inferred that city planners believe that too much importance is placed on the zoning tasks.

Profile analysis and mean of means analysis This analysis focuses on which type rated each item-response highest (most important) and which type rated each item-response lowest (least important). In the A-response it was found that the perceptions by mayors have the highest importance ratings (most important) in 75 percent of all items and those by chairmen were highest in 28 percent of the items. The importance actually placed by city planners is highest for 10 percent of all items only. However city planners have the lowest importance for 48 percent of all items. The perceptions of chairmen were lowest for 33 percent and mayors for 5 percent of the items. These findings agree with other analyses. It may be inferred that relevant others will generally perceive the city planners to place a higher importance on their roles than city planners actually place on them.

In the B-response city planners placed the highest ideal importance rating on 55 percent of all items. Mayors placed the highest rating on 43 percent, and chairmen only placed the highest rating on 12 percent of all the items. Conversely,

chairmen placed the lowest ideal importance rating on 78 percent of all items. City planners placed the lowest rating on 15 percent and mayors on 10 percent of all items. It may be inferred that city planners will generally perceive the greatest ideal importance for over half of all items, followed by mayors. Chairmen will generally perceive the lowest ideal importances for approximately four fifths of all items.

Mean of means analyses The mean of means among types is reported as such wherever there are non significant differences of mean scores among the 3 types. In the A-response it was found that there are non significant differences of means among types for 15 percent of all items. Restated there is accuracy in the perceptions of both mayors and chairmen on the importance actually being placed on items by city planners for 15 percent of all items, or inaccuracy for 85 percent of all items. From such findings it can be inferred that there will be inaccurate perceptions by relevant others of the importance actually being placed on city planners roles by city planners for a large majority of all roles.

It may be inferred from these findings that the importance of roles, as actually rated by the city planners, are not accurately perceived by the relevant others. The first specific objective was to determine the role of city planners as perceived by the 3 types of role definers. Based on these findings in the A-response it can be inferred that while there is general agreement among these types that the 119 items do constitute the

roles of city planners, the perception of these roles by relevant others when taken together is generally not accurate (among types) for the greatest majority of roles.

In the B-response it was found that there are non significant difference of means among types for 20 percent of all items. Restated there is agreement on the ideal importance of roles of city planners among the 3 types for only 20 percent of all items, or disagreement for 80 percent. Applied to the second specific objective of this dissertation it can be inferred from such findings that there will be disagreement among city planners, mayors and chairmen, and possibly among relevant others generally on the importance of the majority of roles of city planners when considered collectively.

Series 100 satisfaction, agreement, and success The nature of this analysis is that of a summary at an overall general level. Although it pertains to the actual situation it should not be confused with the A-response. The first question 120, 'satisfaction', is a direct evaluation of city planners. From the findings it can be inferred that city planners, mayors and chairmen will be more than just 'satisfied' with the way city planners presently perform their roles in smaller cities.

From the three questions on 'agreement' on the importance of the roles of city planners the following inferences can be made. Generally both mayors and chairmen (question 121) will perceive that slightly less than 'a high degree of agreement'

will exist between them concerning the importance of city planners roles. Note that direct cross reference cannot be made to the findings of the profile analysis.

Generally the findings in question 122 indicate that both chairmen and city planners perceive that a 'high degree of agreement' exists between them concerning the relative importance of the roles of city planners. Problematic to this finding is the general overall lower importance ratings of chairmen, as indicated by the overall differences in mean scores, B-response. The author is unable to accept the findings of this perceived 'high degree of agreement' between chairmen and city planners.

The findings for question 123 indicate that both mayors and city planners perceive that a 'high degree of agreement' presently exists between them concerning the relative importance of the roles of city planners. The data supports this finding to a considerably greater extent than it does between chairmen and city planners.

The finding for question 126 is that city planners believe they are 'successful' in carrying out the role of city planners. It is the opinion of the author that this finding might be more accurately stated as their being 'moderately' successful.

Future research questions

The purpose of this dissertation has been to explore and investigate the roles of city planners in smaller American cities, primarily as they presently exist, as well as how these roles might ideally exist.

The first problem encountered was that no well defined set of roles was found which could be used as a standard measuring devise for the analysis of the roles of city planners. The improvised set of roles used in this study should be refined and restudied in depth by future researchers, both in sociology as well as in city planning.

Another great problem encountered is the balance between the scope of the study and the resources available. It was conducted very largely on efforts of one individual, with assists from specialists in other areas. Undoubtedly a funded research team reflecting the concerted efforts of the several disciplines involved could now make deeper penetrations into this new area of planning research. It is suggested that the team approach be used to continue exploratory studies of city planners and the relationships with their relevant others. A research team consisting of a planning major, sociologist major, and an engineering major or a government major or both, each working on a dissertation pertaining to city planners could now be formed. Such back-to-back studies should be able to contribute to planning and would be concrete evidence that

the inter disciplinary approach has become reality rather than academic fiction.

Possible future research on this same topic will analyse existing data not included in this study. Such data relates the city engineer and the city manager to the city planner, mayor and chairmen of planning commission.

An even more ambitious study would focus on the relationship between the city planner and his other publics. Most such contacts are both superficial and temporal, a factor which no doubt perpetuates the 'invisibility' of the city planning profession. At a time such as the present when the public is becoming aroused over its environment and the control of varying kinds of pollutions it is important that the roles of city planners be publicized to strengthen the hand of the city planners. This study substantiates the wide gap that presently exists between city planners and their immediate relevant others.

Finally city planners need to know what the updated evaluations of their roles are. This is especially so in smaller cities where they are cut off from frequent and regular interaction with other city planners. For example in the study area it was found that no close knit association of city planners exists. Furthermore the major association which was assumed to bind these city planners was found to be rated with a low importance by most of the city planners. However it may

not be unreasonable for them to engage the services of social science consultants such as sociologists to further study their internal problems and their relationships with the society they serve.

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APPENDIX A. F-VALUES

Table 11. F-values for items with significant effects for types, responses, cities, and types-responses

	T	(C)	R	TR
201	(1.40)	1.74	(9.03) ***	2.76 *
202	2.28 *	1.22 *	1.79	.74
203	1.8	.95	1.00	2.21
204	1.28	.69	1.97	1.54
205	1.1	1.0	1.59	.72
206	1.41	.67	.19	1.15
207	1.4	2.4 **	1.29	1.95
208	1.52	.76	3.41 *	1.15
209	1.5	.96	6.15 **	.64
210	(1.99)	.64	(4.15) **	2.71 *
211	(1.13)	.80	(2.11)	3.26 **
212	1.	.73	16.13 ***	1.97
213	1.4	1.48	4.61 **	1.35
214	(3.43) **	3.31 ***	(11.45) ***	5.58 **
215	(3.40) **	3.10 ***	(7.91) ***	2.76 *
216	(6.63) ***	2.73 **	(4.42) **	2.73 *
217	(1.41)	5.53 ***	(3.05) *	3.22 **
218	.41	1.23	2.05	.50
219	(1.48)	2.20 **	(.15)	2.12 *
220	.28	1.34 *	4.52 **	.35

The following are the critical values given at three levels, and applied to Table 11.

Level	Critical values for T	(C)	R	TR
.10	2.23 *	1.22 *	2.38 *	2.29
.05	2.92 **	2.16 **	4.17 **	2.72
.01	4.51 ***	2.98 ***	7.56 ***	4.51

Table 11 (Continued)

	T	C	R	TR
221	(1.57)	3.73 ***	(3.53) *	2.42 *
222	.15	1.21	5.62 **	.12
223	.12	.89	5.20 **	.32
224	1.2		23.41 ***	1.19
225	.76	1.16	11.94 ***	1.61
26	(4.25) **	4.25 ***	(6.27) **	2.51 *
227	1.4	2.02 *	13.23 ***	.14
228	1.1	1.78 *	12.74 ***	.03
229	.40	.82	.08	1.41
230	2.54 *	1.04	.07	.38
231	(1.37)	1.42	(.49)	4.73 ***
232	.88	1.13	.33	1.61
233	.87	1.4	3.02 *	.76
234	.64	1.71	13.57 ***	.75
235	(4.30) **	2.48 **	(.24)	2.31 *
236	.51	1.4	.09	1.79
237	1.35	.55	7.45 **	1.50
238	(1.50)	1.98 *	(.97)	4.82 ***
239	.65	.45	7.82 ***	1.28
240	(3.14) **	1.71 *	(.07)	2.33 *
241	.08	.47	.29	1.61
242	1.2	.76	1.18	1.73
243	(1.12)	1.09	(.47)	3.20 **
244	1.25	.50	3.15 *	1.26
245	(1.40)	1.01	(6.09) **	2.40 *

Table 11 (Continued)

	T		C		R		TR	
246	(5.27)	***	2.98	***	(5.27)	**	2.58	*
247	(5.85)	***	3.10	***	(.06)		2.93	**
248	(8.00)	***	4.20	***	(9.90)	***	3.99	**
249	(-.59)		2.04	*	(3.05)	*	3.49	**
250	.81		.94		10.50	***	1.84	
251	1.07		1.42		5.30	**	.27	
252	.12		1.65		17.24	***	.39	
253	.46		1.21		.08		.87	
254	3.1	**	1.45		1.41		.37	
255	(2.30)	*	3.73	***	(.80)		4.30	**
256	.91		.91		6.07	**	2.00	
			2		7	*		

301	(6.21)	***	2.53	**	(1.32)		3.23	**
302	(8.34)	***	4.27	***	(1.01)		5.73	***
303	(.36)		3.26	***	(7.99)	***	4.99	***
304	.39		.76		2.96	*	.15	
305	1.42		.65		4.82	**	.72	
306	.87		.87		23.02	***	1.59	
307	.77		1.05		12.35	***	.80	
308	1.03		.90		.18		1.40	
309	3.1	**	1.05		3.27	*	.31	
310	(4.47)	***	1.20	*	(1.10)	**	3.31	**
311	(12.78)	***	4.13	***	(1.64)		6.61	***
312	2.29	*	1.15		.74		1.85	
313	(4.74)	***	5.31	***	(3.94)	*	2.56	*
314	(6.56)	***	1.05		(0.0)		3.65	**
			6		5			7

Table 11 (Continued)

	T		C		R		TR	
401	(.35)		5.12	***	(.12)		2.95	**
402	.14		1.52		7.88	***	1.59	
403	.25		.91		1.34		2.04	
404	.36		.60		4.02	*	.91	
405	.01		1.22		.02		.04	
406	1.04		2.04	*	2.35		.59	
407	(2.51)	*	1.92	*	(1.95)		2.46	*
408	2.95	**	.39		3.25	*	.98	
409	(3.14)	**	1.90	*	(3.50)	*	3.09	**
410	2.88	*	1.1		.51		.96	
411	1.62		1.2		.68		1.71	
412	(6.46)	***	2.56	**	(.19)		3.50	**
413	2.74	*	1.59		.36		1.01	
414	1.21		2.0	*	.05		1.20	
415	4.2	**	.7		1.08		1.63	
416	2.74	*	.7		.43		.59	
417	1.47		2.7	**	4.47	**	1.38	
			7		5*		4	

501	(21.48)	***	10.09	***	(1.66)		8.74	***
502	(1.82)		23.95	***	(1.57)		2.95	**
503	.24		1.48		.58		1.03	
504	.35		2.53	**	2.68		1.62	
505	(5.68)	***	1.10		(.05)		3.06	**
506	3.24	**	1.75		.40		2.15	
507	(2.42)	*	3.11	***	(.01)		2.64	*
508	3.55	**	.8		5.56	**	1.22	
509	2.68	*	1.2		.72		.37	
510	1.4		.96		3.62	*	1.05	
511	1.6		1.48		.09		.42	
512	2.07		1.5		.43		.79	
513	3.76	**	1.13		.51		.27	
			4		2*		4	

Table 11 (Continued)

	T		C		R		TR	
601	3.1	**	5.05	**	23.34	***	1.10	
602	(.61)		1.4		17.07	***	1.07	
603	1.03		.71		10.23	***	.19	
604	.79		.75		.49		.24	
605	.77		.53		.10		.01	
606	.24		.33		2.60		1.70	
607	1.43		2.25	**	.78		.49	
608	2.16		1.21		.92		.17	
			2		3*		--	

701	7.3	**	.89		3.26	*	1.66	
702	2.7	*	1.35		.67		2.35	
703	2.96	**	1.0		.51		2.10	
704	.72		1.1		.23		2.11	
705	(1.93)		9.65	***	(1.37)		2.23	*
706	1.83		2.4	**	9.91	***	1.26	
707	(.72)		1.33		(.37)		2.29	*
708	(5.70)	***	3.68	***	(.27)		3.23	***
709	.53		2.44	**	10.45	***	1.97	
710	(2.83)	*	1.24		(3.54)	*	2.61	*
711	(3.00)	**	1.61		(4.25)	**	2.40	*
			4		5*		6	
	15		43		55*		43	

APPENDIX B. TOTAL DISCREPANCY

Table 12. Total discrepancies, A-response

Item	Planners - Mayors													Planners - Chairmen											
	1	2	3	4	5	7	8	9	10	11	12	T		1	2	3	4	5	7	8	9	10	11	12	
201	2	0	3	0	2	3	2	1	0	1	1	15		0	2	3	0	0	0	3	1	3	0	1	13
202	1	1	3	0	2	4	5	2	1	0	1	20		1	0	0	4	2	3	3	2	1	0	0	16
203	0	0	1	1	1	5	2	2	1	3	3	19		1	2	2	2	0	2	3	2	0	0	3	17
204	0	1	1	1	2	5	3	2	1	1	1	18		1	3	2	1	1	3	3	2	1	1	2	20
205	0	1	2	0	2	4	5	1	1	1	3	20		0	3	2	0	2	2	4	2	0	1	3	19
206	1	1	2	1	0	3	1	3	0	0	2	14		0	1	4	1	0	2	0	1	2	1	1	13
207	1	0	0	1	1	2	1	1	0	2	1	10		0	1	1	1	0	0	1	2	1	0	0	7
208	0	2	4	0	2	3	3	1	2	1	1	19		1	0	1	2	1	0	3	1	4	0	2	15
209	1	0	3	1	2	5	3	0	1	2	0	18		0	1	5	1	0	3	3	3	2	2	6	26
210	1	0	3	0	0	6	4	1	0	0	3	18		1	1	4	1	1	4	3	2	0	1	6	24
211	1	1	5	3	1	4	4	0	1	1	4	25		0	2	4	3	3	4	2	1	0	2	6	27
212	1	0	4	2	3	4	6	1	1	3	4	29		0	1	6	3	1	2	5	1	1	1	5	26
213	1	1	4	2	3	6	5	1	1	2	3	29		1	1	6	0	0	4	4	3	1	3	3	26
214	2	1	1	1	3	5	3	2	1	2	0	21		3	2	5	2	2	0	3	2	2	0	2	23
215	0	0	1	1	1	4	5	1	0	2	3	18		0	2	3	4	3	2	3	0	0	3	2	22
216	1	0	2	0	2	3	3	3	0	2	4	20		2	2	1	4	3	1	3	2	1	3	1	23
217	1	1	1	0	1	1	4	0	1	0	0	10		0	0	1	0	0	2	3	2	0	0	1	9
218	1	0	0	1	1	0	2	0	1	0	1	7		0	0	2	1	2	0	1	1	1	1	2	11
219	.		.		.		.		.		.			.		.		.		.		.		.	
220	0	2	2	0	0	2	1	3	1	0	1	12		2	0	0	1	0	1	1	1	0	0	3	9
221	1	1	2	1	1	2	3	1	1	0	1	14		1	0	2	0	1	1	2	1	0	0	0	8
222	1	2	0	1	1	1	1	0	0	1	0	8		1	0	2	0	2	1	0	1	1	1	1	10
223	1	0	0	1	1	0	1	0	1	1	1	7		0	0	2	1	2	3	0	1	1	2	0	12
224	0	4	3	1	0	5	5	3	2	2	1	26		1	4	2	1	1	2	3	3	3	0	1	21
225	1	2	3	0	.	5	2	3	.	1	.	17		1	.	3	0	.	1	1	1	2	3	.	12

Table 12 (Continued)

Item	Planners - Mayors													Planners - Chairmen											
	1	2	3	4	5	7	8	9	10	11	12	T		1	2	3	4	5	7	8	9	10	11	12	T
226	1	1	1	2	0	0	3	0	0	2	0	10		0	0	0	1	2	1	3	1	1	1	0	10
227	0	4	3	0	1	4	4	3	3	1	1	24		0	5	0	2	1	1	2	2	2	3	0	18
228	0	2	3	0	1	5	4	2	1	2	1	21		1	5	2	3	3	2	2	1	2	4	0	25
229	0	2	2	1	1	2	4	1	1	2	1	17		1	1	3	0	1	0	4	1	0	4	1	16
230	0	1	1	0	1	2	3	1	0	1	1	11		0	1	2	2	0	1	3	3	3	5	1	21
231																									
232	0	1	1	2	1	2	3	1	2	2	0	15		1	1	1	0	2	1	2	1	1	4	1	15
233	1	3	3	1	1	1	6	1	1	3	0	21		4	1	4	1	0	2	4	4	1	0	3	24
234	0	2	4	2	0	2	4	2	2	4	0	22		2	1	4	3	2	2	2	3	1	0	3	23
235	0	3	1	1	1	4	2	2	1	2	2	19		2	0	1	2	1	2	2	2	0	4	1	17
236	0	4	2	1	0	2	2	3	1	2	1	18		4	1	1	1	1	1	1	0	0	0	0	10
237	5	2	2	4	0	3	0	2	1	1	1	21		6	0	2	0	0	1	1	0	2	3	0	15
238	0	1	1	1	0	5	2	1	0	2	1	14		1	0	2	1	1	1	0	2	2	0	2	12
239	1	1	1	1	0	5	1	1	1	0	1	13		3	0	2	2	0	0	3	1	1	0	1	13
240	1	1	4	0	1	3	4	2	3	0	0	19		0	2	4	3	3	1	1	1	1	2	0	18
241	2	1	2	2	0	3	1	1	0	4	2	18		3	3	1	0	1	1	1	3	3	1	1	19
242	1	2	4	1	0	5	4	0	0	2	1	20		0	0	2	0	0	3	4	0	1	0	1	11
243	1	2	3	1	0	4	4	2	1	3	2	23		0	0	1	0	0	1	4	3	2	2	1	16
244	0	2	4	0	0	5	4	2	2	1	1	21		0	0	4	1	0	3	2	0	0	1	3	14
245	0	0	3	2	0	5	3	0	0	2	0	15		0	1	2	2	0	3	2	0	2	1	1	14
246	2	1	0	1	0	2	4	3	1	2	1	17		2	0	0	3	4	2	4	2	1	1	1	20
247	1	1	3	0	1	1	6	1	1	0	1	16		1	1	0	1	2	0	5	1	1	1	0	13
248	1	1	3	1	0	6	4	3	1	1	2	23		1	1	3	3	1	3	3	3	2	1	3	24
249	0	0	1	1	0	2	1	0	2	0	3	10		2	2	2	1	1	0	0	1	4	0	1	14
250	0	0	3	0	0	2	3	1	1	1	1	12		1	2	3	1	3	1	2	2	2	0	1	18

Table 12 (Continued)

Item	Planners - Mayors	Planners - Chairmen

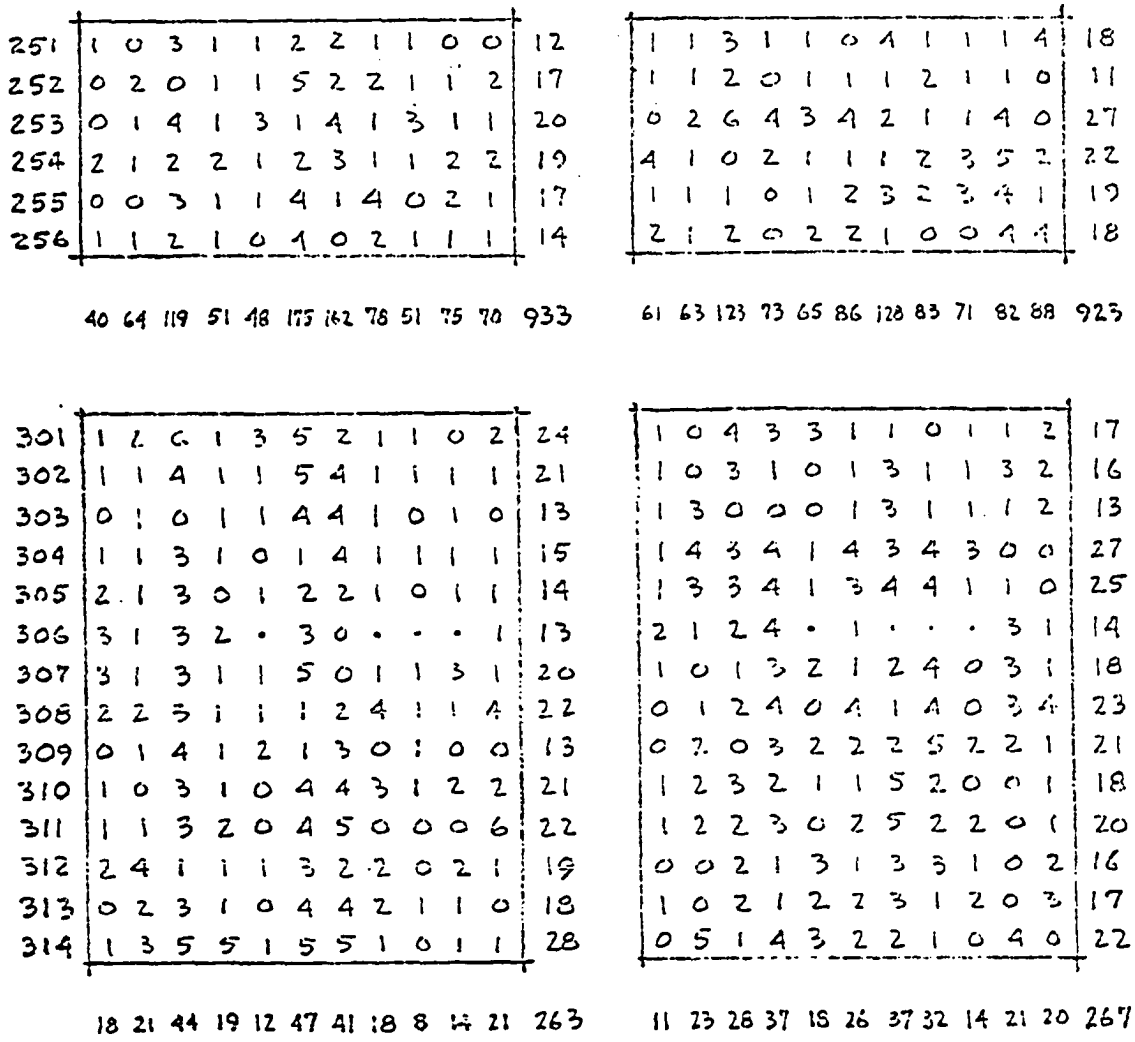


Table 12 (Continued)

Item	Planners - Mayors												Planners - Chairmen											
401	1	2	3	2	2	3	4	3	2	0	0	22	0	3	2	1	1	5	4	1	1	0	2	20
402	0	0	0	1	0	5	0	1	2	0	0	9	1	1	1	0	1	3	1	2	0	0	0	10
403	1	1	4	0	0	1	1	0	1	0	1	10	1	3	0	1	1	0	1	2	0	1	2	12
404	2	1	3	1	0	1	1	1	1	1	0	12	1	0	1	0	1	0	1	1	1	1	1	8
405	1	3	2	3	1	2	1	1	2	1	1	18	2	2	2	1	0	0	3	1	1	1	0	13
406	0	3	4	0	3	5	1	3	2	1	1	23	2	2	2	1	1	3	2	1	2	1	1	18
407	0	0	2	0	0	5	3	1	0	1	0	12	1	0	3	1	0	2	2	2	1	1	2	15
408	1	1	4	4	0	5	4	3	0	1	1	24	1	1	2	2	0	1	3	1	1	2	1	15
409	0	0	3	2	0	2	1	2	2	1	2	15	3	1	1	0	0	4	2	2	0	3	1	17
410	0	0	1	3	0	4	2	4	2	0	1	17	4	0	2	2	0	2	1	2	1	4	0	18
411	0	1	3	3	0	6	2	4	1	1	0	21	4	1	3	1	1	0	1	4	1	2	0	18
412	1	2	3	2	2	3	4	3	2	0	0	22	0	3	2	1	1	5	4	1	1	0	2	20
413	2	0	0	1	1	6	1	3	0	4	1	19	2	3	1	0	1	0	1	1	0	5	0	14
414	1	1	0	0	0	1	1	1	0	2	0	7	0	2	0	0	0	5	1	1	0	0	0	9
415	1	2	4	3	0	5	3	0	1	2	0	21	3	1	0	2	3	1	3	2	1	2	2	20
416	2	1	1	0	1	1	5	1	2	3	1	18	2	2	1	4	1	5	2	0	0	3	3	23
417	1	0	3	0	4	1	1	0	3	2	2	17	2	0	2	4	4	2	1	5	4	0	2	26
	14	18	40	25	14	56	35	31	23	20	11	287	29	25	25	21	16	38	33	29	15	26	19	276
501	1	1	2	2	0	0	0	1	1	2	1	11	1	1	1	2	1	1	0	1	1	0	0	9
502	1	1	0	0	0	3	0	0	4	2	1	12	1	1	1	1	1	2	0	1	3	1	2	14
503	1	2	0	1	1	2	2	0	0	2	0	11	1	2	1	2	1	1	2	1	2	0	0	13
504	1	2	1	0	1	3	4	1	0	1	0	14	1	3	4	0	0	0	4	1	1	2	3	19
505	1	0	1	0	0	1	4	2	0	1	1	11	0	1	0	1	1	0	3	1	0	0	1	8
506	1	1	1	0	1	1	4	0	1	3	1	14	1	1	1	0	0	0	3	0	3	2	1	12
507	1	2	1	1	1	5	2	1	2	1	0	17	2	2	2	1	1	4	1	1	3	1	1	19
508	3	3	3	0	1	4	5	2	0	2	1	24	1	1	2	1	2	3	4	0	1	3	4	22
509	0	0	3	2	0	1	3	0	2	1	3	15	1	2	1	2	1	2	1	1	3	0	0	14
510	5	1	3	1	1	1	3	0	2	0	0	20	1	2	2	2	2	0	1	3	3	0	1	17
511	1	2	3	1	1	1	3	0	2	1	1	16	1	1	1	2	1	0	1	3	3	0	0	13
512	1	0	5	2	0	1	3	1	0	0	1	14	2	1	3	0	0	0	2	1	1	2	0	12
513	1	1	5	2	0	1	3	3	0	0	2	18	4	0	3	0	0	0	3	3	1	2	1	17
	18	16	28	15	7	24	36	11	14	16	12	197	17	18	22	14	11	13	25	17	25	13	14	189

Table 12 (Continued)

Item	Planners - Mayors	Planners - Chairmen
601	0 0 2 2 2 1 1 1 2 1 2 14	1 0 1 2 0 1 0 2 2 3 3 15
602	1 0 2 0 4 1 4 1 1 0 3 17	2 0 1 1 6 5 2 1 1 2 1 22
603	1 1 2 2 1 5 3 1 0 0 2 18	2 0 2 0 1 1 3 4 0 1 1 15
604	1 0 1 1 0 1 2 1 1 1 0 9	0 1 1 0 1 3 1 1 0 2 0 10
605	1 1 1 1 2 2 2 2 1 0 1 14	1 1 1 4 2 0 2 2 1 0 0 14
606	1 0 3 0 4 1 4 1 0 4 2 20	1 1 4 4 5 0 1 2 2 5 2 27
607	1 2 2 3 1 0 1 1 3 1 1 16	2 2 1 2 3 0 0 2 4 0 1 17
608	0 2 1 2 2 1 5 1 2 2 0 18	1 1 1 2 3 0 4 2 2 1 1 18
	6 6 14 11 16 12 22 9 10 9 11	10 6 12 15 21 10 13 16 12 14 9
—		
701	2 1 2 1 1 6 3 0 0 4 6 26	1 1 5 0 2 5 3 1 0 5 6 29
702	2 1 2 2 1 0 3 2 1 4 2 20	1 1 5 0 2 1 3 1 1 5 3 23
703	3 1 3 2 4 3 1 0 0 0 2 19	0 2 1 2 4 3 1 2 3 4 2 28
704	3 2 3 2 3 1 1 3 1 1 1 21	0 2 5 0 3 1 1 2 2 0 2 18
705	2 0 1 2 2 1 2 1 0 0 0 11	0 1 3 2 1 2 1 1 1 0 1 13
706	2 1 3 1 1 5 1 1 1 4 1 21	0 1 3 0 4 1 3 2 5 0 19
707	1 1 0 2 2 2 5 2 1 4 1 21	1 0 1 1 3 0 5 1 2 5 4 23
708	0 0 4 2 1 0 2 0 0 2 1 12	1 1 5 2 5 0 1 5 5 4 0 29
709	1 1 2 1 1 1 2 1 1 2 1 14	0 1 2 0 1 4 1 2 1 1 0 13
710	0 0 1 1 0 1 3 2 0 2 4 14	0 0 1 0 0 4 2 1 0 2 4 14
711	0 0 3 0 1 5 3 1 1 1 2 17	0 1 2 0 2 1 1 2 1 0 1 11
—	16 8 24 16 17 25 26 13 6 24 21 196	4 11 37 7 23 25 20 21 18 31 23 220

Table 12 (Continued)

Item	Planners - Mayors												Planners - Chairmen											
	1	2	3	4	5	7	8	9	10	11	12	T	1	2	3	4	5	7	8	9	10	11	12	T
B-response																								
201	0	0	0	0	0	0	2	0	1	2	1	6	0	1	0	1	1	2	1	2	1	3	1	13
202	1	1	2	1	1	1	1	1	4	1	1	15	0	1	1	0	1	2	1	0	2	4	0	12
203	1	2	1	2	0	1	0	1	2	1	0	11	0	0	0	0	0	5	0	1	2	2	0	10
204	1	1	1	0	1	1	2	0	2	1	1	11	1	0	0	1	2	5	1	0	2	2	2	16
205	1	0	1	1	1	1	0	0	4	1	0	10	1	1	1	1	1	5	1	0	2	2	1	16
206	2	1	1	1	0	1	3	0	3	2	0	14	1	1	1	0	1	2	2	0	2	2	0	12
207	1	1	1	0	1	0	0	0	2	1	0	7	1	1	1	1	1	2	1	1	3	0	3	15
208	0	2	0	0	0	1	3	1	2	0	1	10	2	0	1	1	0	1	3	2	5	3	0	18
209	0	0	0	1	1	1	1	0	1	1	1	7	1	1	2	1	1	0	1	2	3	2	1	15
210	1	1	0	2	0	1	0	0	2	0	2	9	1	1	2	1	0	0	1	2	2	0	3	13
211	1	5	0	0	0	3	2	0	1	2	1	15	1	1	0	1	0	0	1	2	1	5	1	13
212	0	0	1	1	0	2	2	1	0	2	1	10	0	1	2	0	0	0	1	3	1	3	1	12
213	0	1	1	2	0	2	2	0	0	2	1	11	0	1	2	0	0	0	1	2	1	1	3	11
214	1	1	0	2	3	2	1	1	2	3	3	19	2	1	2	2	3	2	2	3	2	1	3	23
215	5	3	2	1	2	2	5	3	3	1	2	29	5	4	1	5	0	2	3	1	3	4	4	32
216	2	4	0	1	1	2	4	1	3	4	1	23	4	4	4	5	1	0	3	1	2	5	3	32
	17	23	11	15	11	21	28	9	32	24	16	207	20	19	20	20	12	28	23	22	34	39	26	263

Table 12 (Continued)

Item	Planners - Mayors												Planners - Chairmen											
217	1	0	1	1	1	1	1	2	1	0	0	9	0	1	1	0	2	2	2	1	3	1	1	14
218	0	0	1	1	2	0	1	0	1	1	0	7	0	1	0	0	2	1	1	1	2	2	1	11
219																								
220	2	0	1	0	0	1	1	1	0	1	0	7	0	1	0	1	2	2	1	1	2	1	2	13
221	1	0	2	0	1	1	1	0	0	0	1	7	1	1	1	0	3	1	1	1	2	1	0	12
222	0	0	2	1	1	1	1	1	0	2	0	9	1	1	0	0	1	0	1	2	1	2	2	11
223	0	0	1	0	2	0	1	0	0	1	2	7	0	1	0	0	2	1	1	1	2	0	1	9
224	1	0	1	0	0	2	0	2	2	1	0	9	1	1	0	0	1	1	1	2	3	3	1	14
225	1	0	1	0	0	2	0	2	0	0	0	6	1	1	1	1	3	1	1	0	1	4	1	15
226	2	0	1	1	0	0	1	1	1	1	2	10	1	1	0	3	2	3	0	0	2	1	1	14
227	0	0	2	1	0	3	3	2	2	2	1	16	0	1	1	1	4	0	0	1	2	3	1	14
228	0	0	1	1	0	3	3	2	2	3	1	16	1	1	1	2	4	0	0	1	3	4	1	18
	8	0	14	6	7	14	13	13	9	12	7	103	6	11	5	8	26	12	9	11	23	22	12	145
229	0	0	1	0	1	0	1	3	1	1	0	8	0	2	2	1	1	1	1	2	3	5	5	23
230	0	1	0	0	2	0	1	1	0	2	1	8	0	2	0	0	2	1	0	0	2	6	5	18
231																								
232	0	0	0	1	0	0	1	3	1	1	0	7	1	2	0	0	1	1	1	1	3	5	4	19
233	1	0	1	1	1	1	0	3	2	2	1	13	1	2	1	0	2	0	1	0	2	2	2	13
234	2	0	2	0	1	2	3	2	2	4	1	19	0	2	2	1	2	1	1	2	3	0	1	15
	3	1	4	2	5	3	6	12	6	10	3	55	2	10	5	2	8	4	4	5	13	18	17	88

Table 12 (Continued)

Item	Planners - Mayors												Planners - Chairmen											
235	0	5	0	0	0	6	2	4	3	5	1	26	1	0	5	1	1	0	1	2	2	4	2	19
236	0	4	0	2	1	6	1	4	1	3	1	23	0	0	1	1	1	0	0	1	2	2	1	9
237	0	2	0	3	2	6	2	5	2	1	1	24	6	5	5	1	2	0	3	2	0	3	1	37
238	0	1	0	1	2	0	0	0	2	1	1	8	1	0	1	2	2	5	2	0	0	0	1	14
239	0	2	0	0	0	0	1	1	1	1	0	6	2	0	4	2	1	4	1	2	1	0	1	18
240	1	3	2	1	0	1	3	0	4	4	3	22	1	1	0	2	3	5	2	1	2	4	4	25
241	4	3	3	1	0	4	2	1	1	4	0	23	3	1	1	0	0	4	2	1	1	1	0	14
242	1	1	2	2	0	0	1	0	2	3	0	12	1	1	1	1	4	2	1	2	1	1	1	16
243	0	5	2	0	1	0	2	0	1	5	1	17	1	1	0	0	0	5	0	1	0	0	3	11
244	0	0	1	0	1	1	1	1	1	2	0	8	1	3	1	0	1	4	2	1	2	0	0	15
245	0	1	0	1	2	1	0	0	0	0	1	6	1	1	1	2	2	2	1	0	1	0	0	11
246	0	2	1	0	2	1	2	1	1	1	0	11	0	0	1	2	2	5	2	0	1	0	2	15
247	0	1	2	0	1	0	2	0	1	0	0	7	1	1	0	1	1	2	2	4	0	0	0	12
248	1	4	2	1	0	1	2	2	3	2	0	18	1	5	0	2	4	1	3	1	4	3	5	29
249	1	1	1	1	0	0	3	0	0	0	0	7	2	2	2	0	1	2	2	1	2	1	0	15
250	0	0	0	1	0	0	2	2	1	0	1	7	1	2	1	0	1	1	1	2	0	1	1	11
251	1	0	3	0	0	0	2	1	1	0	2	10	1	1	3	0	1	2	3	0	1	0	1	13
252	0	0	2	2	1	3	0	0	2	1	1	12	0	1	1	0	1	1	1	2	3	1	1	12
253	0	1	1	3	2	1	2	1	3	1	1	16	1	4	0	4	2	2	0	1	1	5	0	20
254	4	4	2	2	0	6	3	3	0	4	2	30	5	4	0	2	2	0	0	1	1	1	1	17
255	0	3	1	0	1	2	2	1	2	3	0	15	0	1	1	0	2	2	2	0	2	4	0	14
256	1	1	1	1	1	1	2	1	2	3	1	15	4	1	0	0	0	5	1	0	1	2	2	16
	14	44	26	22	17	40	37	28	34	44	17	323	34	35	27	23	34	54	31	25	28	33	27	353
	42	68	55	45	40	78	84	62	81	90	43	668	62	75	59	53	80	96	67	63	98	112	82	849

Table 12 (Continued)

Item	Planners - Mayors												Planners - Chairmen											
301	1	4	4	0	1	1	1	0	2	0	0	14	2	1	1	1	0	3	1	1	3	1	2	16
302	1	0	0	1	1	0	0	1	0	1	1	6	1	3	0	1	5	5	1	1	2	3	2	24
303	1	1	1	1	1	0	3	2	2	1	1	14	0	0	1	2	2	5	2	2	4	0	1	19
304	1	1	1	2	1	0	3	1	2	2	4	18	2	0	2	2	1	5	2	4	3	1	3	25
305	1	1	0	0	1	0	2	1	1	2	3	12	1	0	1	2	1	5	2	4	3	0	1	20
306	1	1	1	4	1	5	3	1	2	2	2	23	2	0	2	2	5	0	4	5	4	1		25
307	1	1	2	1	1	4	3	1	3	1	1	19	0	0	2	2	5	1	0	4	4	3	2	23
308	4	0	0	5	1	2	3	4	1	1	1	22	1	1	1	2	1	3	2	4	2	4	4	25
309	1	0	1	0	0	1	1	0	2	0	2	8	3	0	0	1	1	5	0	1	2	4	2	19
310	0	3	1	2	2	1	3	0	1	0	0	13	2	0	0	3	2	5	3	2	1	4	0	22
311	0	4	1	1	2	1	3	1	1	2	1	17	2	6	0	3	5	5	3	1	1	5	2	33
312	2	1	3	1	0	1	0	2	2	2	0	14	1	1	2	2	0	1	1	2	3	5	1	19
313	1	1	2	2	3	1	3	2	1	1	3	20	2	0	0	1	4	4	2	2	2	1	1	19
314	1	2	2	3	3	1	3	0	0	2	2	19	4	1	0	4	1	2	2	4	1	1	0	20
	16	20	19	23	18	18	31	16	20	17	21	219	23	13	12	28	33	49	21	36	36	36	22	309

Table 12 (Continued)

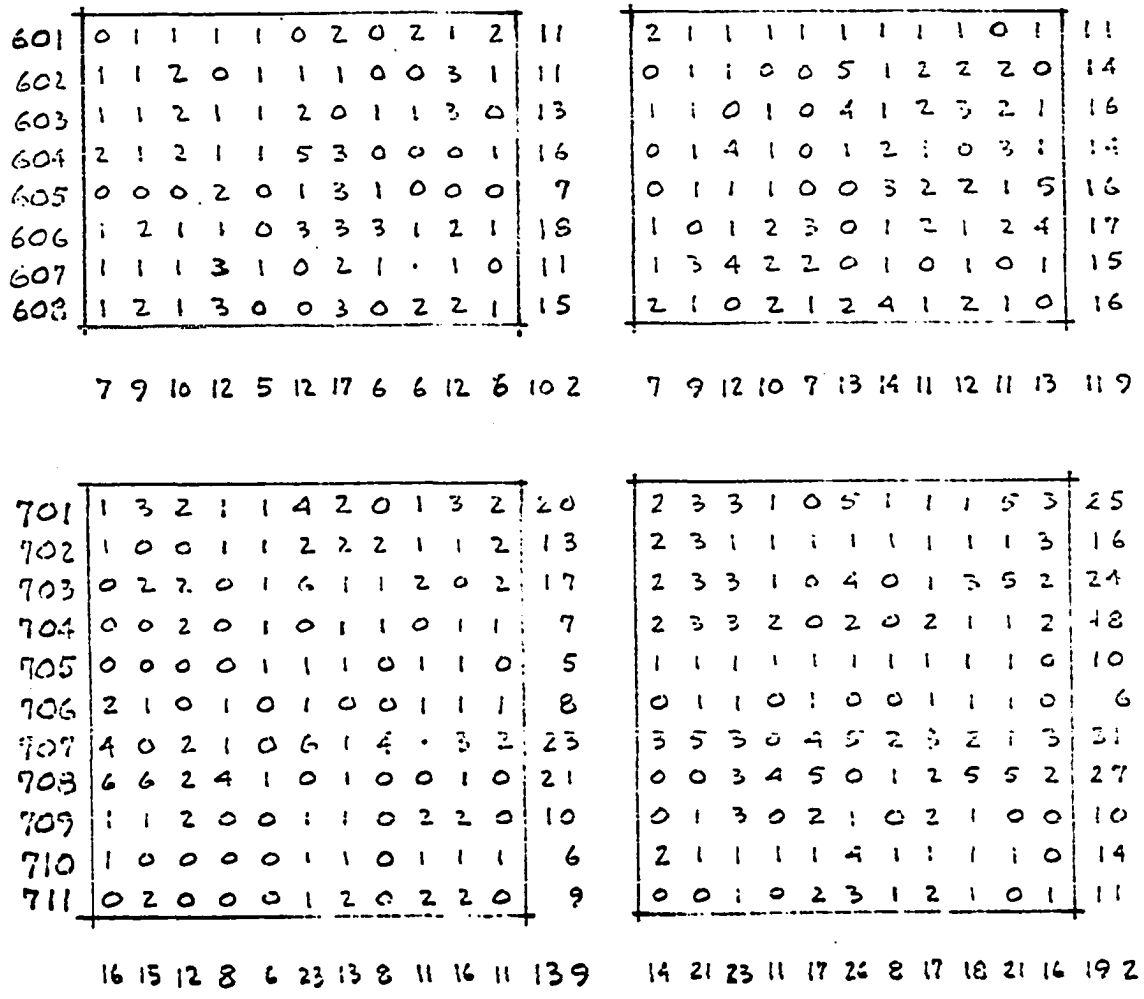
Item	Planners - Mayors												Planners - Chairmen											
401	2	3	4	1	0	2	1	3	1	0	1	18	2	1	6	0	2	1	3	0	1	1	2	19
402	0	1	1	1	1	1	0	2	0	1	1	9	1	1	0	0	1	1	1	0	0	1	1	7
403	0	4	1	1	0	1	1	0	1	1	2	12	1	0	2	0	1	0	1	1	3	0	2	11
404	0	2	1	1	0	0	1	1	1	0	0	7	1	0	0	0	0	1	1	0	2	1	1	7
405	1	1	1	3	1	5	0	0	0	2	4	18	1	5	1	3	0	4	2	2	3	1	2	24
406	1	3	0	2	1	4	4	2	3	1	1	22	2	1	1	0	1	0	2	0	2	2	1	12
407	0	2	0	0	1	1	1	1	0	2	0	8	1	1	1	1	0	3	0	1	1	0	1	10
408	1	1	2	3	1	2	0	0	1	1	2	14	2	3	0	2	2	4	4	0	1	3	1	22
409	4	0	4	1	0	5	3	2	1	2	2	24	4	3	0	1	1	1	2	1	1	1	3	18
410	1	0	0	1	0	1	3	2	0	3	0	11	0	5	4	2	0	5	2	3	1	4	4	30
411	0	0	2	1	0	2	3	1	1	1	1	12	3	5	4	1	2	3	1	1	1	0	3	24
412	2	3	4	1	0	2	1	3	1	0	1	18	2	1	6	0	2	1	3	0	1	1	2	19
413	0	0	1	1	0	1	1	2	2	2	2	12	2	3	4	2	2	5	2	2	2	3	3	30
414	0	1	1	1	0	0	1	0	1	1	0	6	0	0	1	1	1	6	2	1	1	1	4	18
415	0	2	1	2	0	2	2	0	2	2	2	15	0	5	2	1	0	2	2	1	1	1	1	16
416	3	1	2	1	0	1	3	2	1	2	2	18	0	4	1	3	0	5	2	1	3	4	2	25
417	4	4	1	3	0	1	2	0	2	4	2	23	3	5	0	3	0	5	3	1	4	0	0	24
	19	28	26	24	5	31	27	21	18	25	23	247	25	43	33	20	15	47	33	15	28	24	33	316

Table 12 (Continued)

Item	Planners - Mayors												Planners - Chairmen											
501	1	1	2	2	0	0	3	1	2	1	2	15	1	1	0	1	1	1	2	1	2	0	1	11
502	0	1	1	2	0	2	3	1	1	0	1	12	1	1	1	0	1	1	2	1	1	1	2	12
503	2	1	0	3	0	0	3	1	1	1	2	14	1	5	1	2	2	2	2	1	2	1	3	22
504	1	2	2	1	1	4	0	0	1	1	3	16	1	0	1	0	1	4	4	1	0	2	0	14
505	0	2	1	0	0	1	1	1	1	1	1	9	1	6	0	1	1	5	0	2	1	1	3	21
506	1	0	2	0	1	1	1	1	1	1	0	9	1	5	2	1	1	5	0	2	2	0	3	22
507	1	1	0	1	1	1	1	1	2	1	0	10	3	6	1	0	0	5	1	2	3	1	4	26
508	3	1	0	1	1	3	5	0	1	3	1	19	0	1	0	2	1	3	4	2	1	5	1	20
509	2	1	0	0	0	3	2	0	2	2	1	13	1	2	0	3	3	3	1	1	2	0	2	18
510	4	0	0	4	0	3	2	0	1	1	0	15	0	2	0	3	3	3	1	1	3	1	1	18
511	1	0	0	0	0	1	2	1	0	0	0	5	0	1	0	3	4	1	1	1	3	2	1	17
512	1	0	1	1	1	0	3	2	0	2	1	12	1	2	1	0	0	3	2	2	3	2	3	19
513	1	1	1	2	1	0	3	2	0	2	0	13	1	2	1	0	0	3	2	2	3	2	4	20
	18	11	10	17	6	19	29	11	13	16	12	162	12	34	8	16	18	39	22	19	26	18	28	240

Table 12 (Continued)

Item	Planners - Mayors	Planners - Chairmen



APPENDIX C. OVERALL DIFFERENCE

Table 13a. Overall differences in mean scores, B-response only the ranked greatest mean importances

Mayors		Planners		Chairmen	
Item	$\bar{X}$	Item	$\bar{X}$	Item	$\bar{X}$
501	1.45	246	1.54	223	1.81
605	1.50	404	1.54	250	1.81
247	1.63	218	1.63	404	1.81
250	1.63	238	1.63	501	1.81
404	1.63	204	1.72	402	1.90
218	1.72	206	1.81	601	1.90
203	1.81	223	1.81	251	2.00
223	1.81	230	1.81	605	2.00
249	1.81	245	1.81	608	2.00
204	1.90	402	1.81	218	2.09
506	1.90	203	1.90	706	2.09
513	1.90	217	1.90	219	2.20
604	1.90	219	1.90	222	2.27
208	2.00	231	1.90	245	2.27
217	2.00	250	1.90	709	2.27
230	2.00	403	1.90	403	2.36
242	2.00	207	2.00	210	2.45
245	2.00	222	2.00	502	2.45
246	2.00	229	2.00	201	2.54
507	2.00	232	2.00	242	2.54
607	2.00	310	2.00	246	2.54
210	2.09	507	2.00	249	2.54
222	2.09	708	2.00	702	2.54
251	2.09	239	2.00	710	2.54
502	2.09	201	2.09	711	2.54
512	2.09	221	2.09	203	2.63
608	2.09	249	2.09	220	2.63
415	2.09	311	2.09	238	2.63
219	2.10	505	2.09	241	2.63
205	2.18	603	2.09	247	2.63
			2.18 [2]	407	2.63
				604	2.63
				709	2.63

[1] Ranking begins at top of page.

[2] There is no 30th rank for city planners.

Table 13b. Overall differences in mean scores, B-response only the ranked least mean importances

Mayors		Planners		Chairmen	
Item	$\bar{X}$	Item	$\bar{X}$	Item	$\bar{X}$
				511	3.72
				510	
509	3.09		3.00[2]	509	
708	3.18	704	3.09	241	3.72
704	3.18	702	3.09	224	3.91
508	3.18	511	3.09	253	3.90
408	3.18	417	3.09	305	4.00
302	3.18	312	3.09	234	4.00
224	3.18	308	3.18	235	4.09
227	3.27	707	3.27	313	4.18
228	3.36	314	3.27	227	4.18
606	3.45	413	3.54	701	4.27
401	3.45	307	3.54	228	4.27
211	3.45	214	3.54	504	4.36
248	3.54	703	3.72	312	4.45
510	3.63	416	3.72	410	4.54
240	3.63	313	3.72	311	4.54
214	3.63	306	3.72	308	4.54
406	3.72	234	3.72	412	4.63
504	3.81	227	3.81	416	4.72
707	3.90	241	3.90	248	4.72
307	4.00	228	3.90	408	4.81
306	4.00	411	4.00	307	4.91
413	4.09	409	4.09	237	4.90
241	4.18	406	4.09	303	5.00
409	4.27	237	4.09	302	5.09
312	4.36	701	4.18	214	5.09
216	4.36	508	4.18	413	5.18
417	4.45	504	4.36	409	5.36
254	4.54	216	4.45	254	5.72
308	4.63	254	4.54	411	5.81
237	4.63	409	4.63	215	5.90
215	4.72	215	4.63	216	5.09

[1]Ranking begins at top of page.

[2]There is no 30th rank for city planners.

APPENDIX D. SERIES 100

Table 14. Series 100, satisfaction, agreement, and success

120...How satisfied are you with ...
a) your job as planner in this city ?[a]
b) the way the P performs his role ?[a]

	SCORES				T	$\bar{X}$	Diff
	1	2	3	4			
P	4	6	1		19	1.73	
M	5	5	1		18	1.64	.09
C	7	1	2	1	19	1.73	.00

CITIES

Pairs	1	2	3	4	5	7	8	9	10	11	12	Dis
P-M	0	0	2	1	1	1	1	1	0	1	1	9 DU
P-C	1	1	0	1	2	1	1	2	1	0	0	10 DU

121...How closely do you (M & C) agree on ...
the roles of the P ?[b]

P[c]	- - - -	-		
M	10 1	23	2.09	—
C	1 7 3	24	2.18	—

	1	2	3	4	5	7	8	9	10	11	12	
M-C	0	0	1	1	1	1	0	1	0	0	0	(5 DU)

122...How closely do you (P & C) agree on ...
the roles of the P ?[b]

P	8 3	25	2.27	
M[c]	- - - -	-		
C	1 9 1	22	2.00	.27

	1	2	3	4	5	7	8	9	10	11	12	
P-C	1	0	0	2	0	1	1	0	0	0	0	5 DU

123...How closely do you (P & M) agree on ...
the roles of the P ?[b]

P	9 2	24	2.18	
M	8 3	25	2.27	.09
C[c]	- - - -	-		

	1	2	3	4	5	7	8	9	10	11	12	
P-M	0	0	1	1	0	1	1	0	0	0	1	5 DU

126...How successful do you (P) believe you are...
in your role as the city planner ?[d]

P	10 1	23	2.09	
M[c]	- - - -	-		-
C[c]	- - - -	-		-

[a] 1 = very satisfied, 2 = satisfied, 3 = dissatisfied and 4 = very dissatisfied.

[b] 1 = complete agreement, 2 = a high degree of agreement, 3 = some agreement and 4 = low level of agreement.

[c] Not applicable.

[d] 1 = very successful, 2 = successful, 3 = less than successful, and 4 = very little success.